COLUMN REVIEW

and Editorial Digest

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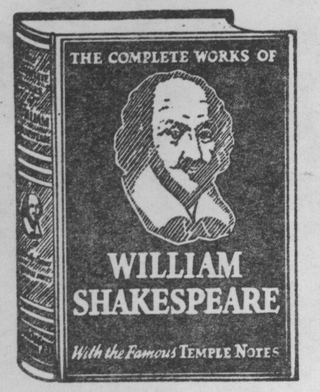

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COLUMN REVIEW

AND EDITORIAL DIGEST

VOLUME XIII FEBRUARY, 1942 NUMBER 6

WE LEARN ABOUT FOREIGN TRADE

By Chester Rowell

From his column in the San Francisco Chronicle

• Already we are realizing the fallacy of the isolationist delusion that, because foreign trade was less than 10 per cent of American commerce, we could, if necessary, wall ourselves in and live on ourselves, with at worst a 10 per cent diminution in our profits and conveniences. We suddenly discover that, in an age of rubber, foreign trade is virtually all our rubber. In an age that lives out of tin cans, foreign trade is all our tin. In an early malaria-free age, foreign trade is all our quinine. And nearly all of these commodities, plus pepper and other spices, come from a region shut off in a day by a threat to Singapore. That single British stronghold is the key to, not part, but all of the conveniences which chiefly raise the American standard of living to something apart from the rest of the world.

In some degree, to be sure, we can remedy these deficiencies. We shall have some rubber. We can reclaim old rubber, for the tire treads of those willing to drive less than 35 miles an hour. We can produce some rubber from guayule and other rubber-bearing herbs which can be grown in a few parts of the United States. If we wait long enough and are willing to pay enough, we can produce synthetic rubber in quantity, out of petroleum which might better be reserved for other purposes. And, if the problem were permanent, rubber plan-

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tations might finally be developed in Brazil. So the proposition, in the long run, is not quite impossible, at least as to rubber.

But suppose it were done! Is there any excuse but war or the threat of war for doing things in this uneconomic way when, except for war, a better way is already open? There is rubber enough already for all of us in the Singapore region, better and cheaper than any we could provide nearer, even after an extravagant expenditure of time and money. Or if we did supply ourselves from Brazilian forests and American factories then there would be more than twice as much rubber in the world as the world needs. The rubber producers of the world would be bankrupt, including our own, for the lack of consumers. And our own producers of other things would lack the markets for them which the rubber regions now provide or can be made to provide.

This is true not merely of rubber for the one country in the world which could ultimately best surmount that emergency. It is true of everything, everywhere and always. The world can now produce enough of everything for everybody. It had not yet solved the problem of distributing that plenty so that everybody could have some just share in it; but until war disrupted all rational economics it was on the way toward that, too.

Then came the fear of war, with its economic "autarchy," with every nation, great and small, seeking "self-sufficiency." That relative freedom of trade which had marked the industrial age ceased in 1914, and with it all normal development of distribution. The whole economic mechanism of the nations was geared, not to production, distribution, wages or profits, but to standing an expected siege. The world was increasingly on siege rations, reduced to siege penury.

If the totalitarian nations win the war, it is their purpose to impose this sort of an economic system on the world, except that they shall monopolize it. They propose to seize for themselves the geographically ill-distributed resources of the earth; to be self-sufficient within their larger unit and to dole out supplies to the rest of us on their terms —whose aim is not profit, but politics. It will be a continuation in economic warfare, as a permanent régime, of the military warfare which has now girdled the globe. It will not make even its victors prosperous, but it will make them powerful, which is their ideal. And it will purposely impoverish the rest of us, not primarily to make us poor, but to make and keep us weak.

We are now resolved, regardless of time, cost, deprivation and slaughter, to fight the military war to the end. But we must still have the foresight to know what we are fighting for and to realize that one of the most essential freedoms which must be established is the freedom of men and of nations to trade one with another, that the fullness of the earth may be available to all, and that peace may reign, not merely in the absence of arms, but in the exchange of the goods which are the stuff of a more abundant life.

• An anecdote, probably sad: Isabella G. advertised for a maid. The phone rang next day. A voice inquired, without preliminary remark:

"Are you employed?"

"I beg your pardon," said Isabella G.

"I says, are you employed?"

"Evidently there's been a mistake. I am not looking for a job, I'm advertising for a maid," Isabella explained patiently.

"I know what you're doing," said the voice. "And, the reason I asks if you're employed is because I won't work for any woman who isn't out of the house all day."

Ain't America wonderful!

—Helen Essary in the Washington Times-Herald

• You like half-wit stories? Dick Todd has a hat full, and the one he likes best is about the un-bright lad who was finally taken to a psychiatrist.

The medico gathered the lad to him in a kindly glance and said, "Son, what would happen if I cut off one of your ears?"

"I couldn't hear."

"What would happen if I were to cut off both your ears?"

"I couldn't see," replied the lad.

"How do you figure that?" the psychiatrist wanted to know, a little taken aback at this answer.

"If you cut off both my ears," the boy said, "my hat would fall over my eyes."

—George Tucker

WHAT HAPPENED TO THE REUTHER PLAN?

By Walter P. Reuther

From the "New Leader," labor weekly of New York City

• I have met a great many people who have asked me "What ever happened to your plan for mass production of air planes in the automobile industry? Why wasn't it adopted?" I have no desire to think backwards, to go into the past and indulge in recrimination. What we do in the days *ahead* of us will count. However, it may be of some profit, we may avoid repetition of errors if I report —and for the first time publicly—what happened to the so-called Reuther plan.

A year ago I and other members of the United Automobile Workers drafted a detailed program for mass production of planes, a program which Philip Murray, president of the CIO, placed before President Roosevelt. The President submitted the program to Mr. William F. Knudsen, director of OPM for his study and recommendations. After waiting several months, I and several associates received a request to meet with Mr. Knudsen. At that conference we differed on one essential of the program—the extent to which existing automobile plant machinery which stands idle a large part of the time was adaptable for producing the component parts of airplane engines. Mr. Knudsen insisted that less than 5 per cent was adaptable. I strongly disagreed.

I finally suggested that Mr. Knudsen and I take a group of engineers through some auto plants, where, I said, I would indicate the machinery which could be adapted by re-tooling for airplane production. He demurred, stating that he did not think he had the authority to take me into an auto-plant. He said he did not know whether he could obtain consent of the owners of the plant. This seemed to me a surprising statement to come from Mr. Knudsen, with all his authority and prestige in national defense and the automobile industry.

Mr. Knudsen then suggested that he would make available a blue print of standard airplane motor so that we might have an opportunity to break down the job and indicate what existing machines might be put to use in turning out such a motor in large numbers. We accepted the suggestion. Some nine months

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have passed—*and we are still waiting to see those blue prints.*

* * *

I have no personal quarrel with Mr. Knudsen. Our relations have always been friendly, even though we usually met in labor negotiations on opposite sides of the table. I felt, however, that on the subject of national defense we might sit on the same side of the table. I have not yet had that opportunity. Labor has not yet had that opportunity in any single defense industry to date.

I write of these incidents to indicate the failure of our defense set-up thus far to provide a proper avenue whereby the experiences, the skill and the creative resources of labor may be fully utilized for the defense of our nation.

During my discussions in Washington I met with a member of the President's cabinet. He thought the CIO plan practical and agreed to urge the President to give it his attention. He kept his word. However, he had one serious doubt about the matter. As we parted he said: "You know, there is only one thing wrong with your plan. It comes from the wrong source." He added, in so many words, that it would be difficult to get full and fair consideration for our proposal because it came from a labor organization.

I have stated that I have no desire to engage in debate over mistakes that cannot be mended. More important is the question of how much our program is still practical. Let me say at the outset that the principle objection raised is no longer heard. Neither defense production authorities nor the automobile corporations maintain any longer that auto industry machinery is not adaptable for airplane production.

The automobile industry's real objection, I am convinced, sprang from a desire to continue business as usual. They wanted to keep on selling cars and to take on defense in new plants provided by the government. Gradually, however, it became evident that a shortage of vital materials would make necessary drastic curtailment of auto production. The industry then discovered it had made a mistake. To the extent that cuts in auto production were decreed, the auto industry discovered that an ever-larger percentage of its machinery could be used for defense production. General Motors is complaining that it has been given only a fraction of orders which it *now* admits it can handle. The Truman committee and the Tolan committee,

after investigation now stresses the fact that the adaptability of existing machinery for defense production was underestimated. Mr. Alex Taub, engineer for OPM has testified that from 50 to 90 per cent of existing machinery is adaptable. Mr. Donald Nelson has testified that, I quote, "our ideas will completely change as to what we can do with present machines rather than buying new tools," end of quote.

* * *

Our proposal to pool the resources, the men and the machinery of industry for defense production is still valid and still remains to be accomplished. Some months ago, the War Department made it possible for me to visit large aircraft plants in Hartford and Baltimore. I was told by some of their production engineers that they could save valuable time if they could obtain some of the machine tools which the auto industry had on hand. They told me that they had gotten more practical cooperation in that respect from the dental instrument industry than they had from our giant intention of the auto industry to go ahead with business as usual.

Only this week, with war a grim fact, officials of the Mack Truck Corporation engaged in making M'3's transmissions for 28 ton tanks at its New Brunswick, New Jersey, plant, told spokesmen of our union that production of transmissions was being held up because they were waiting for new Gleason universal gear-cutting machines—machines which are today completely idle in automobile plants. This case can be multiplied in many instances.

Very recently a survey was made of 94 small automotive parts plants in the Detroit area. There is virtually no defense work in them. There is no reason why these plants, and many others like them, cannot be thrown into a pool for the manufacture of parts of defense materials—airplanes, tanks, guns and trucks. The utilization of these plants would save time and money; they would alleviate the terrific unemployment problem which exists now in our industry at the very moment when total use of man-power is needed for the defense of our nation.

It is now contemplated to have the big three in the auto industry, General Motors, Ford and Chrysler build m-4's, 30-ton tanks. Each company, it is proposed, will turn out complete tanks. Each tank plant will be a production unit in itself. We propose that this task of turning out identical tanks be pooled; that the

job be broken down, and that the tank production facilities of the big three be pooled. The smaller plants to which I have referred could be used as feeder plants. In that way we can tool up for production in half the time now estimated for the tooling period; and once we are in production we can turn out three times as many tanks.

There are no valid objections in this idea of pooling. All that it requires is that the auto corporations abandon their competitive habits, that they realize that the old system of business as usual is not conducive of the speedy production we must have in war-time.

* * *

The adaption of existing machinery is one proposal labor offers; pooling is another. We propose a third series of steps.

There has grown up in many companies and among technical experts in our army and navy a tendency to cling to false standards, standards which have no justification either from a safety or an efficiency angle. Some of our army and navy engineers are insisting on outmoded, needless and time-consuming standards simply because of habit.

Take for instance the production of gears for airplane motors. The shortage of gear grinding machines and the impossibility of producing them quickly constitutes one of our most serious defense bottlenecks. A year ago we indicated that existing specifications which call for grinding of all gears was just so much red tape. We suggested instead that many of the gears be shaved or lapped. Such a change in standards would solve a bottleneck which threatens to seriously delay rapid expansion of motor production. I was told by an army engineer that all gears must be ground "because it has always been done that way."

We were not satisfied with that answer. A few months ago we went to a top production man of the Ford Motor Company. He agreed with us that grinding of all gears was a time-consuming process that was seriously impeding our defense program. He agreed with me and Richard T. Leonard, another Union representative that if we could get the army and navy to cut the red tape, we could pave the way easily for increased production of airplane motors. We finally progressed to the stage where the army agreed to experimental flights with a motor containing shaved and lapped gears. The promise to carry through such an experiment was made months ago.

I have given you some of the proposals through which labor would achieve victory over the Axis powers. We have proposed also that the seven-day week in defense plants begin at once, and that incidental problems, such as overtime and Saturday and Sunday compensation be left to negotiation and arbitration. We propose also the pooling and coordination of experimental and research work so that all companies engaged in defense production may reap the full benefits of improved production techniques and substitutes for critical materials.

Labor does not make its criticism nor offer its suggestions in a carping spirit. We realize most keenly the danger of the hour, the threat of the Axis powers to all we hold dear. We face the probability of a long war, and are ready for whatever sacrifices will be required. We submit, however, that the valid suggestions we have to offer shall not be dismissed simply because they come from the "wrong source." We submit that the labor morale we must have for a long war cannot be achieved if we permit the continuance of lack of planning which has brought unemployment to more than 300,000 auto workers.

President Murray of the CIO has offered a program whereby labor can make its maximum contribution, both in the field of labor relations and defense production. This program would set up a series of defense industry councils composed equally of representatives of management and labor, with a spokesman for government as chairman. These councils would serve for peacefully settling labor disputes as well as for promoting increased defense production. Such a program would be democracy in action, democracy vitalized—the kind of dynamic democracy which will insure victory over the enemies of our nation.

TRAGEDY AND IRONY

• ". . . the tragedy and irony of our present position is that we who would make no commitment to support world peace are making contributions a thousand fold greater to support a world war. We who would not agree to even economic sanctions to discourage infraction of the peace are now imposing these very sanctions against half the world in an effort to turn the fortunes of war."

—Justice Robert H. Jackson

WHY WE DIDN'T MAKE MORE WARPLANES

By Arthur Krock

From "In the Nation," in the New York Times

• By a concerted attack which, in dictator countries with a controlled press, would be thought to be following a planned "party line," industry —especially the automotive industry—the OPM and Mr. Knudsen are being assigned chief blame for the business-as-usual boom of 1940 and 1941 and the consequent deficiency in war production. Now—though blame-fixing for the past might best await the future—the C. I. O. has joined the chorus to infer that, because the OPM "did nothing" about the Reuther plan, unemployment in the auto industry has come suddenly and disastrously and the contribution of these unemployed to war production needlessly delayed.

Typical of the scapegoat safari is the following: "Intolerable as they [the strikes] are, they are not the main cause of the inadequate performance. We have argued . . . quite rightly that the administrative organization in Washington lacks responsibility and centralized authority. . . . The main cause, overshadowing all others combined, is the fact that American industry did not abandon 'business-as-usual' in 1940 nor in 1941. . . . The main reason for this is that for eighteen months the industrialists in OPM and a very large proportion of the industrialists of the country have been unwilling or unable to take up boldly the task of converting commercial industry into war industry."

This summary at least makes mention of the sit-down strikes, sabotage and slow-ups in labor (the C. I. O. address to "Mr." OPM did not) which in 1940 and 1941 held down material production in a quantity sufficient to fight a major engagement, perhaps several. But it evaluates this as a minor cause of the lag, estimating as subordinate also the confusions and shifts, the responsibilities both inadequate and conflicting, that were the product of government policy. And it seems to proceed on the odd premise that industry was writing its own ticket in 1940 and 1941 under an unfriendly administration that has taken it under stricter peacetime regulation than any other in our history; or that the President was helpless to put an end to busi-

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ness-as-usual; or that business men in OPM and outside it beguiled him into the innocent belief we could meet the requirements of war and still have business-as-usual.

Blame Enough to Go 'Round

To convict industry and OPM of chief responsibility for the destructive boom, it is necessary to base the verdict on one or all of these three premises. The records of the time, however, do not establish any of them. What they do establish is that the blame is composite. Since government takes chief credit for successful results, it must be prepared to take the major share of composite blame for failure.

What happened to the Reuther plan can be offered as an example. Mr. Reuther, a labor leader, late in 1940 proposed that automobile plants be pooled and retooled to produce 500 warplanes a day. The proposal was laid before the President by Mr. Murray of the C. I. O., and the President announced he was considering it seriously. Among others he referred it to OPM.

By a fairly general agreement of officials who examined the plan it overstated the production prospect, vaulted lightly over technical difficulties and was unaccompanied by blueprints. They accepted the statement that a large labor pool was turning out a needless amount of pleasure cars. They conceded that the industry had numerous skilled tool manufacturers and a large supply of tools which should be converted to war uses as rapidly as possible.

But they concluded that the rate of conversion must begin far below that which Mr. Reuther envisaged; that at any more rapid rate many of the warplanes would lack engines and machine guns for months after they began to pile up; and that there were other technical defects in the plan. They foresaw a period of mass unemployment which they hoped to adjust by what seemed to them better-considered means to reach the objective on which all agreed.

Fruits of the Proposal

Mr. Reuther was interviewed by the Assistant Secretary of War for Air, Mr. Lovett, who endorsed the objective and such parts of the plan as seemed to him feasible of immediate accomplishment. This endorsement was taken up vigorously by Under-Secretary Patterson, who finally worked out with OPM a 30% reduction in the civilian automobile program. But it required the disasters at Pearl Harbor and Malaya to bring the sweeping government command that had been lacking, a command which only

the President could authorize. Just after the submission of the Reuther plan the President in a public address had spoken of such a command as something for the future, not the present, saying he was confident that "if and when luxury production must cease," the producers "must and will gladly yield." But he gave no commands as to the Reuther plan. Maintenance of the labor laws and money for the St. Lawrence seaway were preferred objectives.

Mr. Hillman, co-director of OPM, was ill during the first period of the Reuther agitation. When he returned there is no record that he pressed hard for more serious consideration than was given by Mr. Knudsen. Of the latter it can be said that he was preoccupied only with the faults of the proposal. But both he and industry were under orders, and in this instance and many others these orders were not forthcoming.

BEST SELLERS IN JANUARY

NEW YORK

Fiction

Windswept, by Mary Ellen Chase (Macmillan).
The Sun Is My Undoing, by Marguerite Steen (Viking).
The Keys of the Kingdom, by A. J. Cronin (Little, Brown).
Saratoga Trunk, by Edna Ferber (Doubleday, Doran).
Lonely Parade, by Fannie Hurst (Harper).
Pied Piper, by Nevil Shute (Morrow).

General

Mission to Moscow, by Joseph E. Davies (Simon & Schuster).
Inside Latin America, by John Gunther (Harper).
Berlin Diary, by William Shirer (Knopf).
The Doctors Mayo, by Helen B. Clapesattle (University of Minnesota Press).
Reading I've Liked, by Clifton Fadiman (Simon & Schuster).
Secret History of the American Revolution, by Carl Van Doren (Viking).

SAN FRANCISCO

Fiction

Pied Piper.
The Ivory Mischief, by Arthur Meeker (Houghton Mifflin).
Botany Bay, by Charles Nordhoff and James Hall (Little, Brown).
Genesee Fever, by Carl Carmer (Farrer & Rinehart).
The Keys of the Kingdom.
The Sun Is My Undoing.

General

Civil Air Defense, by A. M. Prentiss (Whittlesey).
Armed Forces of the Pacific, by W. D. Puleston (Yale University Press).
Inside Latin America.
Design for Power, by Frederick Schuman (Knopf).
The Doctors Mayo.
Secret History of the American Revolution.

WAR AND POST WAR

By Walter Lippmann

From his column "Today and Tomorrow"

• An air of unreality—or, even worse, of escapism from the bitter business of war—hangs about the effort to make plans for the settlement and the reconstruction. We all nod our heads in agreement when we are told we must not only win the war but that we must also win the peace, that we must not let ourselves be caught as badly prepared for the peace as we have been for the war itself. Yet in fact most men, and particularly those who are actively engaged in the conduct of the war, are not much interested in what is usually offered as post-war planning. When they hear about it, they do not really care to think about it, and their feelings run from boredom to impatience.

Why should this be so? Is it enough to say that we should not count our chickens until they are hatched? Are we perhaps slightly superstitious, fearing to anger the goddess of good luck? Or are we just lazy and improvident as usual, never willing to do today what we can put off until tomorrow? All these moods influence us. Yet there is more to it, and that something more is, I believe, the heart of the matter. It is that only in men's minds and not in the actual affairs of the real world can the post-war settlement and reconstruction be separated from the conduct and the consequences of the war itself. Because of this separation so much discussion of post-war affairs seems unreal and, in fact, is unreal.

* * *

This is the great lesson which we must learn from our experience in the other war. Twenty-four years ago at this time of year the Peace Conference was beginning in Paris, and it is generally supposed that the peacemakers started there with a clean sheet of paper and wrote upon it a bad peace. In fact, though I hasten to confess it has taken me years to realize it, the settlement which was put on paper in Paris was in all its fundamental aspects made during the war itself and not at the peace conference.

* * *

The fatal miscalculation of the Versailles Treaty was not, as many of us then supposed, in the terms imposed upon the defeated nations, though some were unjust, some were in bad faith, and many were foolish. The fatal weakness of the settlement as the foundation of a new world order lay not in

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what was done but in what was missing and left out. Russia was left out, and there is no such thing as Europe without Russia. The Austro-Hungarian Empire had disappeared. Yet there is no such thing as Europe without a power in the Danubian Valley. The United States was present at the peace-making but only as a transient "associated" power, and there is no such thing as a world order without the United States.

Without Russia, without a Danubian unity of some sort, without the assured presence of America, the Versailles settlement was a French settlement, reluctantly supported, somewhat weakened, and much confused by Great Britain. But France, though it participated in the victory, would have been defeated in 1914 but for the Russians, and again in 1917 but for the help brought by the British and the Americans. The Versailles settlement, which rested on the French army, had no solid foundation and the edifice had no natural equilibrium. A European order could not be managed by France alone.

* * *

Now, though it was an appalling error of the peacemakers not to have seen this, the important lesson for us is that they accepted and confirmed but did not create at Paris the conditions which made the peace unworkable. Russia was defeated in 1917, and was pushed out of Europe first by the German dismemberment and occupation of Russia, and then by the Allied invasions. Austria-Hungary fell apart during the war, and the Allies who had promoted the rebellion of the constituent nations had failed to insist that they bind themselves together in a federal union of the Danube Valley.

The United States and Great Britain, though they fought together, had not bound themselves to remain together. The seeds of that fatal rivalry which was later to cause us to disarm one another, of the destructive competition which arose out of war debts and tariffs, were planted during the war. Intervening in the war as an associated rather than as an Allied power, we set the stage for our withdrawal from the peace. Having based our economic participation in the war upon the commercial idea of war debts, rather than upon a pooling of resources among comrades in arms, the stage was set for the incredible follies of the 1920's—debts, reparations, tariffs, Ottawa agreements—which wrecked the reconstruction.

* * *

Elaborate "post-war plans" had been drawn up, and had been publicly proclaimed by

President Wilson. But they did not count in the reality of things because the settlement could only by miracles of wisdom and courage have prevailed over the effects of what had been done or left undone during the war itself. If only we can realize that, we shall understand that in the conduct of this war, and not in separate blue prints, we shall be making the actual shape of things to come.

Then the unreality of post-war planning disappears. For it becomes fused with the conduct of the war itself, and is indeed an indispensable part of the winning of the war. In some degree we have understood this—for example, in lend-lease which was a conscious avoidance of the error of the war debts, and in the declaration by united nations which is a conscious avoidance of the error of being merely an "associated" power, all in the fighting yet not in the war and the peace. But there are many other things to do during the war which will affect the war and determine the peace—for example, things which concern the people of the occupied countries, things which concern the non-belligerents, things which concern the dependent peoples of the Allied empires.

The same basic principle—that the peace is shaped during the war—holds no less strongly in regard to the post-war economy. It may be said, I believe, though there is not space here to attempt to demonstrate it, that the manner in which we manage our mobilization will determine the success of our demobilization. In the other war, all legends and the myths of some of the survivors aside, the war effort of 1917-18 was crudely improvised and then much too hastily abandoned in a frantic desire to return to "normalcy." Our present effort, with all its defects, is far more carefully planned and far more effectively executed.

What we shall have to fix in our minds, now that in this much greater war we must more radically convert our economy, is this: It will take almost as long and it will require just as much control, and it will cost not as much money, but still a great deal of money, to demobilize, to reconvert, and to reconstruct—as it will take to mobilize, to convert, and to fight.

Useful planning for the post-war era is therefore, not to be regarded as something apart from the war effort but as a continuation of the effort itself.

LABOR'S PLAN—INDUSTRIAL COUNCILS

By Jay Franklin

From his column "We the People"

• The big labor news in Washington is that not only is there no labor news, but that organized labor is pressing for a basic settlement of the labor issue through a system of industrial councils.

Not only has the south anti-labor bill been shelved in the Senate but there will be no labor legislation, since senators and congressmen are now convinced of the superiority of the new labor proposals for voluntary councils which will represent capital, labor and government. The OPM, which recently was attacking labor in defense strikes, is largely won over to the plan, which also has the approval of the White House and of Wendell L. Willkie.

Here, in part, is the exclusive text of a joint resolution which has been prepared by one of the principal sponsors of this new approach to labor peace in wartime:

Council Proposed for Each Industry

"Be it resolved by the Senate and the House of Representatives of the United States of America in Congress assembled that the Congress of the United States hereby recommends to the president of the United States that he shall establish for each basic defense industry an industry council. Each such council should have equal representation for management and the labor union within the industry, together with a government representative, the latter to serve as chairman.

"(A) It will be the duty of each council to co-ordinate the production facilities of the industry, to meet the requirements established for the industry with the maximum degree of speed and where necessary to expand the production facilities to meet the requirements.

"(B) It will be the duty of each council to allocate the available raw materials within the industry, allocate the outstanding contracts and also any new contracts among the available plant facilities in any industry, adjust the labor supply to the plant facilities without compelling any forced labor, arrange for necessary and appropriate facilities for housing, and make arrangements for necessary training to meet the labor requirements.

"(C) It will be the duty of

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each council to constantly engage in active planning in order to make certain that it is achieving the greatest possible output within the industry for domestic and armaments requirements as well as planning for the maximum utilization of its facilities and labor supply in terms of post-war needs.

Duty to Promote Industrial Peace

"(D) It will be the duty of each council to promote industrial peace through the perfection and extension of sound collective bargaining relations between management and organized labor and the establishment of necessary machinery for mediation and peaceful solution of all industrial disputes.

"(E) It will be the duty of each council to organize within the industry regional, local and plant machinery to assure the full participation of local management and labor within the communities.

"(F) The president of the United States should implement the industry councils with full executive and administrative authority to carry out the aforesaid program.

"(G) The president of the United States should establish a national defense board consisting of an equal number of representatives from industry and labor unions, over which the president or his designee shall be the chairman. The national defense board shall establish the rules and regulations for the operation of the industry councils. The general policies of the national defense program shall be promulgated by the national defense board. The basis of planning for the determination of the domestic and armaments requirements for each industry shall be determined by the national defense board. The national defense board will act as an appeals agency for the industry councils and co-ordinate the work of the councils by serving as a clearing house for interindustry matters.

"(H) It is not the sense of this resolution that this program should supersede, but rather that it will assure the compliance with, all laws affecting the rights and welfare of labor, such as the Social Security Law, the Wages and Hours Act, the National Labor Relations Act, the Walsh-Healy Act and others."

•It was certainly no prophet who named it the Pacific Ocean.

—Toronto Globe and Mail

DUCK HUNTING THRU EXPERT'S* EYES

By John Hooper

From "Neighborly Talk" in the Brattleboro Daily Reformer

• It is not the intention of this column to intrude on the sports field, but I hardly think I am doing that when I discuss certain subjects whose resemblance to sport merely exists in the mind of an uninformed public. It is in the spirit of kindness rather than criticism that I occasionally publish the results of my research among the hinterlands of human nature.

Of course the fact that I never hit the quarry at which my gun is presumably aimed has nothing to do with the conclusions, or inferences, that I draw from these strenuous sallies into the haunts of our four-legged and feathered friends.

Hunters are like most other people, on the surface. But beneath the mackinaws roams a spirit whose uncontrolled antics have as yet defied psychiatrist and philosopher alike. That I should presume to succeed where the scholar has failed is something that I shall not try to justify here. Perhaps, however, I may aid the scholar by presenting a case history of what three men do when they say they are going duck hunting.

Of course, a man my age should not attempt to vie with the youthful vigor of two stalwarts like Bill Mitchell and Allen Sargent. But, good heavens, I thought I could at least sit as patiently as they could, even if I shouldn't want to try to follow them around all day looking for deer. "Duck hunting is mostly sitting," I

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* Editorial Note: It is easy for both John Hooper and J. W. M. to kid us about coon hunting or duck shooting—we might not know one sport from the other.

To the Editor: "I must say Mr. Hooper has a wonderful imagination. My bet is he never was 'coon hunting.' If the truth was really told he hasn't been out over once and he just went that time to get material for 'the Truth.' He sounds like what you would call a town dude that goes out in the country and borrows a hound from one of the colored hands on a 200-acre plantation where there isn't even a cottontail let alone a coon.

"I would like to carry Mr. Hooper on a real coon hunting trip some time (That is, if the Japs don't arrange something else for me) . . . Back in the hills and hollows where I come from a compass is a nuisance. If the clouds get too thick to see the stars, the north side of the tree always has a little more moss or the bark is rougher. . . . Be sure to carry a quart or so of 'white lightning', some call it moonshine. Be sure it isn't Bonded Whiskey; it just don't work. I believe even the coons know when you are hunting with a bunch of town sports. Maybe they smell those cigars and highpriced liquor.

"Please, Mr. Editor, write Mr. Hooper and tell him not to misinform people. The Truth about 'coon hunting and what he wrote don't coincide."—J. W. M.

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had heard. So I said to myself, "Heck, old man, you still can sit, can't you?"

It is not the sitting, however, but what precedes it that wears you down. With me, for example, trying to locate the jigger on the alarm clock at 4 a. m. that will turn it off so it won't wake the baby is a strenuous struggle in itself. And the look the horse gave me at that unearthly hour when I invaded the barn to find the rubbers that go over my felt boots was enough to slay a stronger man than I am. The old mare just lifted her eye-brows in as articulate a sneer as I have seen. "Just where," she said, "do you think you are going at this hour in that horrible get-up?"

And I suppose it did look kind of horrible, seeing that it was a duck hunting coat that my father had before he was married, one that both my brother and I had worn when it seemed like the sporty thing to wear at high school, and which is now deteriorating a little bit, if being tattered is deteriorated.

But I was in no mood to explain things to a horse, and got out of the barn just as soon as I had located the rubbers under the wheelbarrow.

By the time I reached Bill Mitchell's, at 5 o'clock, I figured I had had a day. But Bill and Allen came bouncing forth with such buoyancy that I was swept along on the tide of their spirits and almost forgot how tired I was.

But that mood lasted, for me, only until we got to where the boat was tied up on the river bank. Now, with the whole length of the Connecticut river to choose from would you pick a place where the pitch is as steep as the cliffs of Dover to tie a boat up? And, if you did, would you make sure first that you had picked the slipperiest strip of clay on the whole river?

"Why did you pick this place, Bill?" I asked.

"Remember that part in 'Northwest Passage' where they hoisted their boats up the almost insurmountable bank?" he answered.

Well, by the time I had adjusted myself to that question, and had made a note to investigate this angle of the hunter's psychology, we had crossed the river and were at the island where we were to lie in wait.

There is a blank space in my memory at this point, during which I seem to have been exposed to every kind of scrub growth that scratches. I do recall, bleeding and torn but still determined to sit it out, that we arrived at a hole in the sand that my partners called a "blind."

"Do we stop here?" I asked meekly.

"Quiet!" they both hissed. "There may be ducks around."

Mind you, it was still darker than pitch, and cold, and foggy. If there was a duck around at that moment he must simply have been too sick to fly away.

Well, sir, then began the vigil. We sat, and we sat, and we sat. Did you ever sit in a hole in the sand on a cold and dark morning with the fog oozing down your back? If you did, why did you do it? Were you duck hunting, or were you simply doing a silly thing just because you had heard about duck hunting and wondered what it was like? Well, you found out, didn't you?

The longer I sat in that dank silence, the more I realized that I was a practicing yogi. You know what a yogi does?—sits crossed legged and concentrates on his stomach muscles or something until he forgets his body and becomes merely a spirit in tune with the universe. The idea is to get as uncomfortable as possible and concentrate on the discomfort until you forget about it. In the case of the duck hunter, you only think you have forgotten the discomfort. What you actually are is too numb to feel.

About three hours later, during which I understand that a flock of ducks flew by too high to hit, I was deposited at my house in a position resembling a cork-screw. And it was four hours after that before I was able to muster the strength to answer the question my wife had been asking. "Did you get a duck?" she had been inquiring, as she applied hot packs.

"Did I get a duck!"

No. But I hope to get a deer next week.

• Obituary Dept.: When France surrendered, a troubled gentleman of Washington visited the home of the retired Justice Louis Brandeis. "What do you think the future will bring?" he asked the venerable jurist. "What's going to happen to the world?" . . . Brandeis shook his head, sorrowfully, and sighed: "It looks dark, and there is little hope. People are afraid to die" . . . A few months later, after the Nazi bombing of London, Plymouth and Coventry, that same man returned to Brandeis' home, and asked: "Do you still think our civilization is doomed?" . . . "Oh, no—on the contrary, Nazism must lose," said Brandeis, "for at last there are people who are not afraid of dying."

—Leonard Lyons

POINTERS ON HORSE AND BUGGY TECHNIQUE

By Earle Ennis

From "Think Nothing Of It" in the Oakland Tribune

• It has been predicted that a shortage of auto tires and autos may cause people to return to horses and buggies. Outside of a few old-timers, there are not many folks alive today who understand horse and buggy technique, wherefore a few brief pointers may not be amiss.

Horses and buggies do not come in sets. You have to buy each separately and fit them together. A buggy is built something like a clothespin, with snappers on one end. The horses fit into the snappers which are tied to the harness. Attached to the harness is an iron bar which goes in the animal's mouth. This is used for steering. When they pull on a leather strap, the bar bears down on the horse's gums, he turns his head and the buggy goes around the corner, and there you are on Elm Street.

To prevent the harness from slipping over the horse's head it has a loop on one end called a crupper, which goes under his tail. A horse always objects to having a crupper put under his tail, especially on a cold morning. We have never been a horse but we understand how he feels, nonetheless. If your income is more than $4,000 a year, you fasten the horse's head high with a check-rein so he will prance expensively. This lends eclat to the turnout.

Ideal for Romance

A horse and buggy are ideal for romance. They do not have to be parked on a hill. An experienced horse will stay on his own side of the road, make all the turns and boulevard stops without attention. All you have to do is start the animal, wrap the lines around the whipstock and give your attention to the business at hand. This system leaves both arms free, an almost essential factor in any comprehensive demonstration of an affair d'amour.

Horses have several forward speeds and no reverse. They will make from 40 to 60 miles on a quart—of oats. They travel on steel instead of rubber, need no spare, and do not have to be warmed up on cold mornings. A horse attends to his own carburetor, grinds his own valves and has no timing trouble.

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Buggyless Horses

Some folks prefer to discard the buggy entirely and ride the animal, either in the raw or by means of a saddle. Two schools of saddle riding have been developed, the Western in which the rider grips the animal with his knees, hangs on to the horn or pommel and beats the horse with his hat, and the British or hornless method.

In the latter system, the rider stands in the stirrups and lets the horse vibrate under him like a sewing-machine shuttle. This system is sometimes called "pant-patting" and gives the rider an up-and-down wave motion. Hornless riders usually effect sissy rompers and derby hats and carry a synthetic whip known as a "crop," and have corns in unusual places.

To those familiar only with motor cars we would say that best results are obtained by securing a horse's friendship. If, now and then a horse, kicks you into the middle of the next month, it does not signify that the animal dislikes you. It may be his way of showing you affection. In this he is familiar to the kindly bozo who slugs you between the shoulder blades when you have lumbago, and cries "howza boy?"

Inveterate Jokester

A horse is an inveterate jokester. When you throw a saddle on him he likes to swell when you tighten the hawser. Then when you have tightened the girth, vulgarly known as a "bellyband" until you have cut him nearly in two, he will let all the air out of his inner tube, collapse his lungs and let the saddle slide around until it hangs under his stomach. This seems to give him considerable amusement and he will chuckle over it for hours afterward.

A man and his motor car hardly ever get together. What we mean is that there is very little intimacy between them. But with a horse it is different. After you have gotten up at 5 a.m., fed and watered him, scratched the dirt off with a currycomb, polished him with a brush, picked the barley beards out of his gums, raked the knots out of his mane, polished his hoofs, pruned his corns and harnessed him to the buggy in time to get away by 7 o'clock, you feel that your horse is a part of your life, and you can never view him lightly, thereafter.

• In war our ancestors slept with their boots on. We sleep with the radio on.

—*Cleveland Plain Dealer*

THE SOCIAL AND ECONOMIC VIEWS OF MR. JUSTICE BRANDEIS

By Joseph Henry Jackson

From "The Bookman's Daily Notebook" in the San Francisco Chronicle

• The late Supreme Court Justice Louis D. Brandeis was a great citizen, as many have said publicly, including President Roosevelt.

Alfred Lief has already written about Justice Brandeis; his books, "The Social and Economic Views of Mr. Justice Brandeis" (Vanguard; 1930), and "Brandeis: The Personal History of an American Ideal" (Stackpole, 1936), are well known to those who have followed the great man's career.

Now Mr. Lief approaches Brandeis in a new way. In a book called "The Brandeis Guide to the Modern World" (Little, Brown; $2.75), he selects from the speeches, magazine articles, arbitration awards, letters and conversations of Louis Brandeis a whole volume of brief, pointed comments which, taken together, present the views of one of the greatest fighters for social and economic democracy. It will be a fascinating book for those who like to see a balanced, liberal, honest mind at work on some of the chief problems of the day.

As to the nature of the man and his mind, one of Mr. Lief's selections here will serve to describe Brandeis better than any amount of glowing prose.

The Kind of Man Brandeis Was

Brandeis himself was what he once called a "public private citizen." In a magazine piece he once wrote: "Some men buy diamonds and rare works of art; others delight in automobiles and yachts. My luxury is to invest my surplus effort, beyond that required for the proper care of my family, to the pleasure of taking up a problem and solving, or helping to solve, it for the people, without receiving any compensation." And he amplified this later, when he said: "What I have desired to do is to make people realize that the most important office, and the one which all of us can and should fill, is that of private citizen. The duties of the office of private citizen cannot under a republican form of government be neglected without serious injury to the public."

As this kind of "public private citizen," Justice Brandeis functioned constantly himself, in directions allied with but separate from his duties as a Supreme Court Justice. He

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was constantly taking up problems, as he put it, and trying to solve them, or help solve them, not because he was paid for it or because anyone else thought it was his duty, but because his own private concept of duty included this attitude of mind.

Brandeis on Many Controversial Topics

Here, for instance, you will find Justice Brandeis on civil liberties, on competition, on decentralization, democracy, public discussion and education. Here are his personal opinions on free trade, on government, on history, human limitations, on industrial relations, on the industrial revolution. He is as likely to comment on the principles of life insurance and savings as he is on investments or the judiciary.

Much of his thought was given to labor and labor's relations with capital, and Mr. Lief quotes him liberally on various aspects of this question.

On the closed shop, for instance: "The closed shop seems to me opposed to our ideas of liberty, as presenting a monopoly of labor which might become as objectionable a monopoly as that of capital." The reactionary won't relish this any better than the labor extremist—perhaps an indication that Justice Brandeis' middle ground comes close to being the best ground. As a matter of fact, Brandeis was not for the open shop, either. The preferential union shop was his ideal; the shop where a union man, equally good, is given the preference, but where there is no obligation to employ a union man whether he is equally good or not.

Brandeis' chief difficulty here, as of course, he knew, was to make both sides see the point; he was well aware that such a view was certain to be damned by die-hards of either party.

Nothing short of a complete index could indicate the scope and variety of the subjects Brandeis considers, as Mr. Lief represents him here. Always he was the balanced thinker, the level-headed analyst, the calm, dispassionate Judge, able to recognize that if the monopoly of capital is not democracy, neither would be a monopoly on the part of labor, and that some middle ground is the only hope, not merely for business but for the worker. But Brandeis thought in a balanced way on other matters as well.

Brandeis on The Press

His comments on the press are particularly good. He writes, for instance: "The abuses which the American public suffers so patiently are

due less perhaps to their indifference than to their forgetfulness. It seems to me that the duty of the press should be not merely to note what is new, but to keep before the public mind that which is old, but should not be forgotten."

That is a spot of counsel remembered too often only by such arms of the press as happen to be engaged in "crusades." Newspapers themselves will acknowledge the justice of the observation.

As for Brandeis' personal notes, one is pat here. He wrote once: "The belief that a man cannot leave his work is the almost invariable indication of an imminent breakdown."

SELECTIVE SERVICE

• There could be no decision with more horse sense than to stop taking volunteers for the armed forces and henceforth rely only upon selective service—as Secretary of War Stimson has implied—will shortly be the case in the United States.

The reason why has been given by an Englishman, E. C. Gordon England, who is chairman of the Engineering Industries Association, and the managing director of a large aircraft maker. And his remarks were made in connection with the situation within Britain. But their logic applies quite as aptly to our own country:

"We have nothing like adequacy in industrial production at the present time. The trouble is that the authorities will not put first things first. If it is total war and the country is to be regarded as a unit, things must be balanced. Everybody should be fitted into a general design. Can you imagine the absurdity of advertisements in newspapers trying to attract people out of industry into the armed forces? It is perfect nonsense and in itself is proof that there is no proper plan. Somebody with all the facts before him must take the responsibility of saying that many thousands of men must be in coal mines, so many in agriculture, so many in munitions, transport, the armed forces and so on."

When a volunteer joins up, a factory may lose a good machinist more useful to his country with his expert knowledge applied to turning out weapons than handling one and being knocked off—knowledge and all. Selective service is more intelligent and wiser for national defense, even though volunteering may seem just a wee bit more patriotic.

—Boake Carter

WORLD ORGANIZATION, POLICING AND FREE TRADE

By John Temple Graves, II.

From "This Morning" in the Birmingham Age-Herald

"There the commonsense of most shall hold the fretful realms in awe . . ."

* * *

• World peace is no mere poet's dream any more. It was once, but science has made it practical in this twentieth century for the first time. It has made possible, even if it has not yet attained, a world economy in which there can be enough for everybody, with no more need of fighting over shortages. And it has produced the airplane, capable of flying around the world in a few days. With the airplane an international police force is possible. It never was before. As President Hamilton Holt, of Rollins College, long a practical worker for world peace, is pointing out, an international army could never be sufficient as a police force because it could not be moved around the world quickly enough. Neither could an international navy do the job, for a navy is confined to the sea. But an international force of bomber and fighter planes, outnumbering any existing national one, could be the high sheriff of this sphere, moving quickly and compellingly from Greenland's icy mountains to India's coral strands, and, by its very existence, commanding obedience to decisions of an international body.

* * *

The sciences that starve us and kill us can be the sciences that feed us and save our lives. This is the shining hope of the twentieth century, in spite of the two world wars that have smeared the first half. This is the challenge to America. For America is the land of science, and America is also the land of hope, the land destined most powerfully to survive the war, and the land most devoted to the

* * *

John Temple Graves II . . . spends half his time traveling and making speeches on everything from Hitler to the jazz age . . . thinks Hitler has made his "Great Miscalculation" and that the "democracies have it in the bag now" . . . his column is syndicated in eight Southern states only — because he likes to write with a Southern accent . . . tennis is his favorite game and he has held many championships in the East and South. . . writes book reviews for Saturday Review of Literature . . . has had two novels published . . . chief interests are his wife and two small daughters . . . feels that spiritually "our country is in a hell of a condition."

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economic and political liberty without which world peace will neither work nor be sufficient.

* * *

In this challenge Americans have not only to make sure that the war is won and that their voice is big at the peace table. They have also to exercise a monumental self-control. A self-control that will stop the eternal log-rolling which keeps a high tariff around this land in spite of the enlightened economic science of mankind and that makes the wall higher even than originally intended because of the trades of one group interest with another.

* * *

Unless our country can persuade itself henceforth to stop leading the way in trade barriers between nations—barriers which convince have-not nations they must acquire new territories to obtain raw materials and markets—world peace is going to go on being confined to poet's dreaming.

* * *

The world is round. The fact was discovered when America was discovered. Americans should be willing at least to act on the discovery, to stop believing you can get away from anybody on this planet by going in another direction or putting up a wall or passing a law or jingling your currency or refusing to look. The world is round, and the world is wondrous small. The two circumstances mean that no nation can ever again safely pen itself off from or carry on private quarrels with other nations. World organization, world policing, world freedom of trade—are the three signs in which the peace of the world is to be attained.

* * *

To have these three, the cause of world peace must be directed by a different type of individual from most of those who led in the other days when peace was only a poet's dream. The pietists, the pacifists, the sentimentalists, the phrase-makers, will have to be as ousted as the isolationists. World peace is an organizer's job now, and an economist's, and, yes, a soldier's. There are indications that the men who lead the free nations today look upon it as such.

Parallel

• A New York railroad, sold for $550,000, owes $800,000 in taxes. It sounds like a Republican describing Federal financing.

—*Hartford Courant*

GOOD MEN AND WISE MEN

By J. V. McAree

From his column in the Toronto Globe and Mail

• What the Archbishop of York calls "a conscious and deliberate attempt to cancel the divorce between theology and economics" has been undertaken by representatives of all the Protestant denominations in England. In scope it far exceeds the Malvern conference of a year ago, at which the Church of England denounced the existing social system and demanded drastic reforms; demanded, in fact, that the principles of Christianity should inspire business. The Archbishop of York, as the author of the Malvern conference and the chief architect of the present program for Social Justice and Economic Reconstruction, has been dominated by Time as Religion's Man of the Year. It adds that, if these plans are wisely carried out, the Archbishop may be remembered in history as greater than any other Man of the Year. Let us see what he is up to.

Economy of Abundance

In brief, the resolutions of the new movement are founded on the principle that, thanks to science and invention, the world is capable of producing enough for every man, woman and child on the face of the earth to be well fed, properly clothed and educated, and assured of security in old age. There is nothing new in this conviction, and there can be few readers who have not learned that since the beginning of this century the world has moved away from an economy of scarcity into an economy of abundance. So representatives of English Protestantism declare that "every man should have the opportunity of a decent house, a healthy childhood, an education suited to his abilities, and a chance to develop and express his social and spiritual nature—in work, in leisure and in retirement. No man will have to fear the wreck of his home life and the destruction of his power to fulfil his family responsibilities through changes of employment quite beyond his own prevision or control. A generous standard of life for all who are willing to take their due part in the work of the nation will be the first charge on industry as a whole. The injustice of creating a social élite without giving to the

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great majority of the nation's youth a rightful share in our cultural heritage should cease at once."

First Steps

Few will deny that people ought to have these things. The question is how they are to be achieved. The conference lists a few things necessary to be done. It says: "The first thing needed is a new public opinion which will discountenance any form of financial transaction or arrangement that yields a profit without rendering commensurate service, or that endangers the rights of others." Thus "all speculation in currency or industrial shares and the irresponsible use of wealth" are condemned. It would seem to us that the prospect of anybody in England having any considerable wealth to use responsibly or irresponsibly at the end of the war is remote. Taxation during the war and in the period following it, perhaps we should say in the generations following it, will have pretty well distributed the wealth of the nation. Certainly there will be no more rich men, as we understand the term. So, without any planned change in the present system, some of the objectives of earlier social reformers will have been brought about. What remains to be proved, among other things, is whether the abolition of the millionaires will automatically bring about the abolition of people on relief.

Socialist State in View?

So far as we have seen, the conference has not declared that our present competitive system shall be abolished entirely, and that the theory of production for profit shall be superseded by production for use, which is the Communist and also the Socialist theory. But it does declare that "the nation will no longer allow the major decisions in industry and finance, which determine the nation's wage standards, work standards and unemployment totals, to be taken, as now, by a handful of people who are not bound to answer for the social consequence of their decisions." If private enterprise is not able to discharge these obligations, the State will intervene, which, we suppose, means that the State will take over private enterprise, and that a Socialist State will emerge. Demand is made that the prices of all necessary commodities shall be kept within the reach of all. The issue of money and credit is to be scientifically controlled. The churchmen realize that good-will is not enough to bring about these reforms, even "the new public opinion" which will insist upon them. Hard-headed business men must be made to employ their experience and their ingenuity in building new structures with the materials which will be allowed them, though they will be deprived of many to which they have been accustomed.

Wise Planning Needed

Most great reforms, if not all great reforms, have sprung from moral or religious rather than intellectual concepts. In the soul of some man, perhaps an ignorant man, a perception between right and wrong took seed. Wiser men had to nurture the plant so that we all could eat the fruit. So the English churchmen realize that it is not enough just to have benevolent wishes. To love your neighbor will not solve the problem of the Canadian wheat crop. To get right with God is not even a first step toward producing an internal combustion engine or understanding the delicate mechanism of foreign exchange. It has been said that wise men are necessary to correct the mistakes of good men. There are enough good men now, we think, to resolve that the aspirations of the Protestant Christian churchmen in England shall be made effective. The question is whether there is enough collective wisdom to be found in men, good and bad, to make it possible.

• Down Panama way, the Navy wives, in spite of hell and high water, are still playing the game of "peppermints and protocol." Self-styled expert in this game is Mrs. Frank H. Sadler, wife of the commandant of the Fifteenth Naval District (Panama).

Rear Admiral and Mrs. Sadler were invited to dinner at the home of United States Ambassador and Mrs. Edwin C. Wilson, at which the guest of honor was the Archbishop of Panama. Mrs. Sadler observed that the archbishop, rather than Admiral Sadler, was placed at Mrs. Wilson's right. She frowned inwardly, but said nothing.

Next morning, however, she called the ambassador's wife on the telephone and said in dulcet tones, "Of course, my dear, I know the dinner was informal and protocol doesn't count, but I thought I really should remind you that my husband is the representative of the United States."

"Yes, darling," replied Mrs. Wilson, "and the Archbishop is the representative of God."

—Leon Pearson in the Washington Times-Herald

ABOUT LONG-LEGGED LADS

By Joe Harrington

From "All Sorts" in the Boston Post

• Every time we go to a movie the mind starts wandering from the troubles of the heroine and we find ourself visualizing the fellow who designed the auditorium for the customers. After a lot of visualizing we have him pretty well lined up. He's a small man with short legs and a telescoped trunk and he became an architect because he got a little thick around the middle and he couldn't follow his old trade as a jockey. We don't suppose that there has been a theatre built since the turn of the century which was designed to accommodate a cash customer with long legs.

* * *

After hiking around on a pair of long legs for a clutch of decades you become more or less adept at folding them. But practically all places of public assembly restrict the folding room to the minimum, and we often wish arrangements could be made to pay a premium and have a modicum of comfort. Our theatre-going would of course be limited, but it would be awfully nice to sit back and see a show or a movie with our legs stretched out and our feet resting on a taboret about two and one-half feet high. (We'd pay 63 cents on top of that if we could take off the shoes and wiggle our toes, but we're not asking for that.)

* * *

So lacking this ideal conception of a theatre seat, long-legged customers try to do their noble best with the equipment provided them. During the news reels we carefully cross the right leg over the left leg. This requires considerably more care and skill than people with normal length legs can appreciate. A hurried leg fold will give a sharp bump to the back of the seat in front and we've found that people occupying the seat in front don't like to be bumped.

At the middle of the B picture, or toward the end of the first act, it becomes necessary to unfold the legs and recross them with the left leg over the right. This is a very odd performance and distracts attention from the scheduled entertainment for rows about. The customers see the long-legged patron rear back in his seat, makes a tortuous twist of his body, first to one side

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and then to the other, and they conclude that he has been given the double hot-foot or that he is suffering from an acute case of termites in his trousers. So they forget about the stage and watch him, expecting that his next gyration will carry him six feet in the air. But he merely settles down to the show and they are disappointed and let-down, therefore they hate him a little.

* * *

There are two more leg shifts of this kind, which carries the subject along through the previews and up to the exciting part of the feature picture. Then it becomes necessary for him with the legs to apply the "pedal hook."

There are people who go through life and consider themselves very well informed who have never seen the pedal hook and certainly can't do it. (They are all short-leggers.)

Yet this is a standard arrangement and widely used for the disposition of lengthy appendages; a very useful though involved position. The legs are crossed, say the right over the left. Then the right leg is curled around the left, and the right toe is hooked behind the left ankle.

In this position the pedal hooker appears to be pathetically handicapped, but don't waste any sympathy on him, because he knows what he's up to. He's an efficiency expert and he's conserving leg space (up to 17 per cent) and he can slide forward a little in his seat. . . .

* * *

Theatres aren't the only place that are designed for short legs. Most lunch counters were built for the Singer midgets. Automobiles have been improved with the adjustable seat and when there is a long and short person driving the family car, the front seat slides back and forth as often as the seats in an eight-oar shell. Buses, trolley cars, ball parks, football stadia and we suppose bull-fight grandstands, all have been built for short-legged customers. Those with the long legs can either take what they get or can stay home with a good book and an apple.

* * *

Yes, sir, we people with long legs have our troubles and we suffer long and (practically) uncomplainingly. But are there any compensations? Ah-ha:

Just notice us sometimes as we look over the heads of the crowd and watch a parade . . . and go get yourself a step-ladder when you want something on a high shelf.

WASHINGTON CHANGES—BIG AND LITTLE

By Elisabeth May Craig

From "Inside in Washington" in the Portland Press-Herald

• War affects our daily living in many ways—and will increasingly do so. There will be a simplification and standardization of many things which we use all the time. And that will be a blessing in a way, because we had become wasteful to the point of confusion and weariness of choice. I have always felt that if I could go into a store and see a few basic clothes which I could get in every size and color, life would be easier. I often buy several of a single item that suits me. Two summers ago I bought four print dresses just alike, and four white piques. Shopping for the summer took about half an hour, and it saved the store and the salesgirl time and money.

Of course, I got a reputation for being perfectly marvelous, to wear the same white pique dress for weeks and weeks on end and still have it look fresh!

The Office of Production Management has suggested to hosiery manufacturers that they simplify and reduce the color lines of hosiery. The Chief of the Textiles, Clothing and Equipage (isn't that a title!) Branch of OPM tells the manufacturers that they ought to do this, because there is or may be, shortages in dyestuffs and dyestuff intermediates; that is, chemicals are going to be scarce. Dry cleaning establishments are already finding that out.

* * *

Manufacturers were asked some time ago to eliminate any requests for special shades. No specific limitation in the number of shades to be used by the hosiery industry has been set by OPM. But, OPM says that at least 75 per cent of all hosiery comes in fewer than a half-dozen shades. More than a hundred additional shades make up the other 25 per cent.

To some extent this division ad infinitum is the fault of the manufacturers. They wanted to keep women buying new things, new styles, new colors, each season, so they kept on producing the new ones, and you couldn't get the last season's item, no matter how much you liked it. Sometimes you couldn't replace it even the same season. Many women know how it is that they find something they like, after they

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try it out. They go back to get more and there aren't any more. It would be a blessing to have just a good range of colors in stockings that you could go back and match up with.

Factories must be devoted more and more to war production, so that neither labor nor machinery can be spent on needless profusion of styles for civilians. OPM says that it will oppose any move to shut down textile plants and ship the machinery elsewhere. Production of textile plants is needed for defense and essential civilian needs, especially cotton textile plants. Shutdown and movement of a plant means unemployment and the upsetting of a whole community. The loss of production may extend several months while the machinery is being packed, transported and set up some place else. OPM says it has received several reports about liquidation of mills. OPM says it is evident that some people are using the present situation to liquidate holdings without regard to the shortage of fabrics and OPM hopes they will not do that.

* * *

One of the little things that show how far we have come from our free and pleasant way of life—when I went to the Capitol the other day I had to open my pocketbook for the guard to see what was in it. They have been checking cameras and parcels at the doors for sometime, but this is the first time and the first place where I have had to open my pocketbook. Of course, it is one of those big affairs, that I could carry something subversive in.

Trouble with me is that I have to shop on the wing, as it were, and I am usually lugging a parcel with me. Where they will check parcels at the door that is not so bad, but some places they are afraid the parcel might be a bomb or something, and they won't take the parcel.

One day in the holidays I arrived at the White House gate with a belated Christmas present which had been handed to me on the way to the press conference. They have built quite a little lodge at the Northwest gate of the White House—the only one you can enter now. Several of the guards knew me personally, and I had all the required passes, but they wouldn't let the package in. Nor did they want to keep it at the lodge. They have no checking facilities there, and anyway they wouldn't want a bomb parked at the lodge either. But they did keep it for me while I went in and out a half hour later. A day or two af-

terwards they had tightened up and a newspaper man arriving in a cab with a parcel simply had to go away and get rid of it and come back.

* * *

There is great satisfaction here with the choice of General Wavell, the British veteran, to be chief of the United Nations in the Southwest Pacific area. He is a proven general of vision and courage. If anybody wants to mutter about the United States not being in command, they better remember that we want the best we can get and none of our men has had actual fighting experience in this war. We will not win this war without absolute union of our strength, and that doesn't allow for any petty jealousy. We have Admiral Hart and General Brett to assist Wavell, and they are certainly among our best men.

The Chinese General Chiang Kai-shek will be in charge of the fight in China. Thailand and down towards Malay, again the choice of a proven veteran. Wavell—whose name is Archibald Percival—is the apostle of boldness in generalship. He calls it "robustness," the ability to take chances and not worry too much. Certainly the Germans have proven the necessity for vision, imagination, boldness, in this modern warfare. The French did not and where are they today?

There is something inspiring in the announcement of the "United Nations." It lifts the heart to feel that there are so many nations fighting Hitlerism. There is inspiration and warmth in union. There was some question here because so few of the Latin American nations signed the United Nations declaration, but it must be remembered that only those nations actually at war signed.

* * *

Sir Gerald Campbell, British press relations chief, was talking about the United Nations declaration and pointed out that it was against "Hitlerism." He said he thought that very significant, because it lumped Japan in with the whole alignment of dictator against free nations, and recognized Hitler as the mainspring of other puppets.

At the same time, Japan's own psychology must not be minimized. Japan is not just a catspaw. Japan has been planning and hoping for this war for many years. Hitler just gave the opportunity and the final push. But the Japanese attack is part of Hitlerism; this whole war is one war. That is why we must unite to fight it—and for God's sake, no jealousy over who is commander in chief anywhere, so

long as he is able, and I haven't heard anybody say we could pick anybody better than Wavell.

There was considerable amusement here about Churchill taking an afternoon nap, which by hustling Americans is regarded as a sign of the effete. But Churchill works at night, until early morning hours, really. He sleeps late, has a big lunch, dozes in the afternoon.

But he isn't getting the nap now, Sir Gerald told us. He has been working round the clock, with just a few hours in the early mornings. Washington photographers and reporters were amazed at his air-raid clothes, things that looked like one-piece overalls, zippered so he can get into them in a hurry. His shoes are zippered, too. Since our own zipper factories are harried almost into closing down for lack of metal, we wonder why we can't be as sensible as Britain, allocate the small amount of metals needed for these big industries and curtail them where they are not needed. I have really got to the "noticing" stage for metals. You know how it is with a housekeeper, who "notices" how her maid or cleaning woman does things. (If you get too noticing, you'll notice yourself right out of a helper, too.) Well, in the hall of the British Press Service, in one of the old office buildings, there is a copper mail box as big as a cookstove. We may be collecting that some day, because copper is scarce.

RESCUING CHARRED PAPERS

• Some years ago Superintendent Cherill of Scotland Yard devised a simple process to restore burned documents to legibility. The air raids, which have resulted in many fires, have brought the process again to the fore, which is the reason why we dwell upon it here.

The carbonized document is placed on a glass plate in a photographic tray. After pouring in a five per cent solution of silver nitrate a second glass plate is slipped sidewise into the dish so as to exclude air-bubbles. If the sheet is fragile and warps, two glass rods can be used to weigh it down. Because of the silver nitrate the dish must be kept away from direct sunlight.

In three hours the writing stands out as a black image against a gray background, so that it can be photographed in the solution.

—Waldemar Kaempffert in the New York Times

MEDICAL FEE FIXING IN NEW ZEALAND

By Marc T. Greene

From "At the Four Corners of the Seven Seas," in the Providence Journal

• New Zealand's doctors are at bay and up in arms because the present Labor Government is trying to "nationalize" them all. At least, so they insist, inasmuch as the scheme to make medical aid free and to pay doctors' fees by the State is being enforced. It was one of the issues on which the New Zealand Labor Government won its overwhelming victories at the polls in 1934 and 1939, but opposition from the medical profession was so strong that the plan in its entirety has never yet been adopted. At the moment the final struggle is in progress to decide whether it will be.

The medical profession in the Dominion charges that attempts are being made to "conscript" it, both during the war and thenceforth, and that such attempts are wholly improper because so many New Zealand medicos are with the forces overseas and so unable to fight for their presumed rights.

Object to Fee Fixing

What the doctors really object to is, of course, the governmental fixing of fees. Outside of "services requiring special skill and experience not reasonably to be expected of general practitioners" doctors can charge nobody more than or anything but the amounts prescribed by the Ministry of Health, and these fees will be paid by that Ministry. Prescriptions will be filled at certain specified pharmacies, also at the Government's expense. If the medical visit required is more than 20 miles from the doctor's home or surgery he is entitled to charge the Government mileage at the rate of one shilling, three pence, the mile.

No New Zealand doctor will be permitted to demand, or to sue for, any medical fees which are included within the list of services for which the Government, under its much-discussed Social Service Act, undertakes to pay. Each patient is supposed to sign a certificate to the effect that he has had treatment, but even if he does not the physician may not sue him for his fees without the Government's consent. Any false statements by the practitioner or his patient in the connection are punishable by imprisonment

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and heavy fines. If a patient wishes, however, to pay his doctor himself instead of having the fee paid by the State, he may do so, but only in the amount prescribed by the State.

The State-fixed fee for consultation at a doctor's office is five shillings, the equivalent of about $.80, U. S. For a visit to the patient's home in a city or town the fee prescribed is six shillings, six pence, about $1.10.

Country Doctors Support the Plan

As might be supposed, New Zealand doctors generally are far from enthusiastic over this scheme. But their resentment, indignation and opposition vary considerably in proportion to their professional standing. Country doctors with a small practise, for a good deal of which they are never able to collect anything at all, are for it. When a patient, for whom the medical code requires treatment without regard to his presumed ability to pay, is unable to pay the practitioner will get his fee just the same, under the Social Security Act. He will also be remunerated somewhat for long journeys he may have to make.

But every doctor of high standing, and consequent abundant income, in the Dominion, is more or less up in arms. One of these, a member of Parliament himself, asked Health Minister Nordmeyer whether it was the Government's intention to "terminate the right and freedom of medical practitioners to make individual, personal, private arrangements." The answer was categorically in the affirmative. "That," said the Minister, "is the precise intention. Such personal, private arrangements are not to continue."

Specialists Are Hit the Hardest

It is really the so-called "specialists" who are hardest hit. No provision is made in the act for additional fees to them, otherwise than the broadly general clause referring to "services requiring special skill," which only means the general practitioner. Clearly the Government's intent is to end "specialist" practise insofar as it maintains as a particular branch of the medical profession and charges accordingly. The act, in point of fact, recognizes no such branch.

Special practitioners in New Zealand commonly charged a guinea a visit. In normal times that is about $5 U. S.; now it is $3.40, although its purchasing power here is more than the purchasing power of $5 in

America. However, no such fee is to be permitted any longer. Unless he can show that he has undertaken a case in which "special skill and experience" are demanded, no doctor in the Dominion, though he enjoy an established and recognized reputation for his skill in certain defined forms of practise, can now ask his patient more than five shillings. He will be in serious trouble if he does and so will any patient who pays it.

Hounded By Hypochondriacs

Another medical objection, somewhat amusing to the general public maybe, but not to the medicos, is that they will now be overwhelmed by a horde of hypochondriacs, neurotics and cranks, all of whom will come demanding diagnosis and treatment of imaginary ills because they don't have to pay anything. The State will humor their hypochondria, also the tendency by many people to call doctors long distances for frivolous reasons.

The reaction of the layman to all this is that the New Zealand innovation in medical practise will, like most such radical legislative innovations, benefit a good many and work hardship to others. In eliminating the specialist it will certainly hit very hard men who perhaps have invested large sums in expensive equipment and must maintain expensive offices, attendants and so on, and live privately on a commensurate scale. And five shillings a visit, though equal in purchasing power probably to $2 in America, is hardly sufficient to support costly city establishments. On the other hand, it is clear that a great many poor people will benefit by this form of social security. But the objections of the New Zealand doctors are logical in many cases, and the scheme will probably have to be amended in recognition of the distinction between various forms of practise.

WHY MEN WANT POWER

• "All history is only one long story to this effect: men have struggled for power over their fellow-men in order that they might win the joys of earth at the expense of others and might shift the burdens of life from their own shoulders upon those of others."

—Written by W. G. Sumner in 1883

TO WOMEN WHO OVERBUY

By S. F. Porter

From "S. F. Porter Says—" in the New York Post

• To the women—if you continue hoarding, you'll force upon this nation government control beyond your worst fears, you'll boost the cost of living beyond your pocketbook's "stretching" power and you'll cause scarcities beyond any logic.

Those are strong words but every one is justified. It's up to you. Take your choice. You decide whether those forecasts are to come true or not.

Hoard foods and other commodities you fear will run short next year and you'll hurt yourself, your family, your country at a time when your co-operation and morale are of utmost importance.

Keep calm, listen to the warnings, read the figures and believe them and you'll be doing your share toward maintaining as much normalcy as is possible during the emergency years.

What America's housewives (and include many men in this too) have been doing since war came would be reprehensible enough, even if the hoarding made sense.

But it many cases, the stocking up of goods has been completely unjustified because of the recognized sufficiency of supplies at hand and available.

Food Supplies

There isn't a chance in a million of a food shortage in the U. S.—no matter how long the war lasts.

Stop remembering 1917 and 1918 "sugarless" tea and "sugarless" coffee.

As far as food supplies are concerned, there's simply no comparing the first and second World Wars, for:

(1) Our supplies are greater. In fact, production of foods today is at a record peak.

(2) Our shipments abroad are more restricted. We're exporting foods to England, yes, but we're not shipping products to France or to other Allies we had in 1918. This is important.

(3) We're much more prepared for a prolonged and heavy drain on our stores of food, for we have been stocking up on such imported foods as cocoa and pepper for many months.

There is no basis for fear-

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ing shortages or anticipating major price increases in flour, in sugar, in canned vegetables, in meat supplies, in milk, butter, cheese, eggs (definitely, no!) or in a dozen-and-one other foods.

Some Statistics

You may find statistics to back up this repudiation of scarcities wherever you turn. To mention just a few revealing ones:

There is sufficient wheat in the U. S. today to last until 1943 even if our wheat farmers don't produce another bushel. Total supplies at the end of this season will be around 1,300,000,000 bushels against annual consumption of about 700,000,000 bushels.

In 1942 there'll be at least 7,250,000 tons and probably close to 8,000,000 tons of sugar available to consumers against total annual consumption of about 6,500,000 tons.

Canned vegetable production next year will top 1941's total of 90,700,000 cases by around 38,000,000, and 1941's output was 33 per cent ahead of the 10-year average.

Supplies of milk, butter, cheese, evaporated milk are around 75,146,000,000 pounds, against 70,703,000,000 in 1940.

We have the foods and will have the foods to meet all demands. And that should dispel any hoarder's fears.

Imported Foods

We have two years' supply of pepper on hand; one year's supply of cocoa; we'll be able to get what coffee we want from South America.

Scarcities? Of Hawaiian pineapple, perhaps; or of some obscure Japanese delicacy; or of French champagne and perfume.

Some of our eating habits may be changed, but the possible changes seem of monumentally minute importance.

Take Your Choice

But hoarding goes on. Reports from grocers indicate housewives on a buying spree for such foods as flour, canned vegetables, tea, sugar, soap, pineapple.

And even as the sugar rush dies down, the golf ball stampede arises to take its place.

All right, go ahead. But if you do, expect these things:

(1) Shortages where shortages shouldn't exist, with the result that some people will have stocks beyond any possible need (what individual could use "a hundred dozen" golf balls?) and tens of thousands will be forced to go without.

(2) The imposition of strict government regulations. (The OPM has just issued an order on sugar designed to "freeze" consumers' reserves to a 60 days' supply and to hold buying to a 30 days' supply. That order shouldn't have been necessary.)

(3) Heavy profiteering by merchants who can't resist the opportunity to make a dollar out of fear.

(4) Sharp and utterly unnecessary increases in the costs of living.

"WHEN IN ROME—"

By Malcolm W. Bingay

From "Good Morning" in the Detroit Free Press

• When Marcus Antonius went into Egypt as one of the great Roman generals (before he fell for the snuggly Cleopatra) he followed the established technique of *Pax Romana.* Each colonial general adopted the religion of the land and paid homage to its gods.

This was not difficult to do, back there then. There were so many gods, the mere worship of a half dozen more really did not matter. But it made the natives feel good and the boys could say of him around the village tavern, "He's OK—he's a member of our lodge."

We still find this in the political metaphysics of the British government. The King is a devout Episcopalian in England and a staunch Calvinistic Presbyterian in Scotland. Crossing the border changes his church.

So, when the cosmopolitan Winston Churchill, who is at home wherever he happens to hang any one of his many strange shaped hats, arrives in the United States he adopts, with unerring instinct, the political mores and manners of the American people.

No stiff-necked Halifax, he —as Time would say. With flawless histrionic technique he assumes—as though born to it —the warm, intimate, heart-touching role that once delighted the American people when played by Theodore Roosevelt. A little out-moded, we must admit, in the effulgent glow of the wider, more sweeping, afflatus of F.D.R. but, nevertheless, very effective. Very.

Winston goes right back and shakes hands with the engineer of his train!

Not since the days of Theodore the Great have we Americans known that thrill.

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I think it can be safely said that T.R. loved the individual in overalls because the individual as a symbol afforded him a chance to show how his heart beat for all humanity. He was never particularly interested in mankind in the mass. On the other hand, F.D.R., the aristocrat of Hyde Park, who never slept with cowpunchers in the great open spaces, as did his cousin, has a deeper, broader sympathy for the struggling masses — ill clothed, ill housed and ill fed. That is to say, T.R. saw the lone star while F.D.R. sees the firmament.

Maybe this is a bit too thick for understanding. Doesn't matter. The idea is that each man, in his political appeal, developed his own technique. Each got his political "oomph" by different methods. Hope I'm out of the woods on that one.

Churchill, obviously out of his world travels and vast reading, knows all about what public men are expected to do in the United States. He must have in mind what T.R. always did. So, when he returned to Washington on a special train, he shook hands vigorously with the Negro porter who dusted him off, stopped alongside the great Diesel engine and shook hands with the startled engineer.

"Thank you very much," he said, "A fine, enjoyable ride."

Now over in England he would never have done such a thing. It just isn't done, y' know. He would no more have thought of shaking hands with the engineer than he would have thought of standing on his head. People—including the engineer — would have thought he had lost his mind.

Once King George V was riding horseback through Rotten Row—his daily morning jog. He saw an elderly worker fixing a curb stone and stopped. He watched awhile and then got off his horse. "Tell me," he said to the worker, "how do you get that curve in there?"

The worker explained to him the technique — wholly without embarrassment. "I've often wondered," said the King and climbed back on his horse. Nothing more to it than that; he wanted to know and the stone cutter told him. But it was the sensation of the day in London. The King had spoken to a street worker! The boys of Fleet street almost got out extras over it.

This is no reflection on British democracy; it is merely that over there they do things differently. Workers do not want royalty, nobility or gentlemen messing around with them. They don't really mind, of course, but they think lords ought to remain in their place.

If you say to a British day laborer, "Sir, you are no gentleman," he will look at you in amazement and answer, "Certainly not! Whoever said I was?" If you say that to the lowliest American your answer is very likely to be a punch on the nose.

But a hungry English worker, on the dole in the slums of London is as independent in his personal dignity when it comes to his "rights," as is any lord of the manor born. Don't push him! Not even if you are a gentleman, a noble or a King.

Theodore Roosevelt always knew it was an act. In his letters to his children, he tells them how happy he will be to get back to his home in Oyster Bay where he will not have to keep shaking the greasy paws of engineers! Having established the act, as part of his political technique, he had to keep it up.

How did he know the engineer was a good man, worthy of such a handshake? Maybe that engineer was a mean old cuss who beat his wife and kicked his kids and voted the straight Democratic ticket.

Yes, Churchill follows the ancient advice of St. Ambrose: "When you are in Rome, live in the Roman style; when you are elsewhere, live as they live there."

CENSORSHIP

• The clearest statement of British censorship objectives which this correspondent has seen was made by Mr. Daniell, chief of the London Bureau of *The New York Times*. He said:

> British censorship was designed solely to prevent the leakage of military or other information which would be of value to the enemy. Included in that category are the movements of troops and ships, the identification of military objectives damaged in air raids and similar matters. It was not intended, and as far as I know it never has been used, to curb criticism of the government for its domestic or foreign policies, nor has it been used to conceal the blunders of officialdom.

That is a fairer and sounder formula than the one the President laid down. The same advantages cannot be taken of it by blunderers or incompetents in office, and its protections are adequate.

—*Arthur Krock in the New York Times*

IS IT FITTING AND PROPER TO AVOID TAXES?

By Russell Weisman

From "An Economist's Point of View" in the Cleveland Plain Dealer

• How often in recent years we have heard the argument that it was painless to give to this cause or to that because the contribution in question could be deducted from taxable income, and that a good deal of the money in question would go to the government anyway.

Substantially the same argument was used in connection with the payment of Christmas bonuses to employes this year. I have heard it, and you will hear it, in connection with proposals to raise salaries, particularly the salaries of top business executives.

It is an argument that failed to make a favorable impression on my mind in normal times. When someone asked me to increase my contribution to the Community Fund or to my favorite educational institution and offered no better argument than the permissible tax deduction, the sales talk left me cold.

It has bothered me particularly the last couple of times I have heard it because, in the first instance, it is an argument which cannot possibly hold water when applied to the economy as a whole, and because, in the second, it is predicated on the idea that it is fitting and proper to avoid federal taxes. I am careful to say "avoid" instead of "evade." The former is legal, the latter illegal.

* * *

Russell Weisman . . . instructor in economics at Western Reserve University . . . entered newspaper game by accident . . . after World War I Editor of Plain Dealer asked him to write a piece about the foreign exchange situation that could be understood . . . in addition to teaching then began writing editorials for the Plain Dealer . . . started his own column in 1929 to continue until things became normal . . . it's still appearing . . . and he's still teaching . . . not much time for diversion . . . enjoys bridge which he does well . . . and golf, which he does poorly. . . hobby is old American Furniture and glass . . . suspects he has one of the best collections of hobnail in the country . . . born on a farm and worked so hard to get through college he never really learned to enjoy himself — except at hard labor.

Tax Avoidance Bad

But perfectly legal tax avoidance in times such as these is bad public policy. It cannot possibly be reconciled with the thought that in time of our nation's greatest need we owe everything, even of lives, to her.

We have heard, and many of us have said, that our war effort in last analysis will be no stronger than our industrial organization and that its strength, in turn, will be determined in large part by the soundness of our financial structure. In this light it is indeed inconsistent to argue that a personal or business expenditure that deprives the treasury of revenue it would otherwise receive, is sound and defensible.

There is another aspect of this tax avoidance matter which deserves some attention. It is that the avoidance is more apparent than real, and that our efforts to beat the tax gatherer by making contributions or increasing executive salaries are unavailing in the end.

This we can set down as a certainty: the government can secure revenues in the end only by taking from its citizens a part of the product of their industry. If by devices such as were considered in the paragraphs above some citizens seem to avoid their share of the tax burden it follows as a matter of course that the government in its imperative need for funds will levy new taxes and secure by a somewhat different route the money it needed.

Shifting the Burden

Let us suppose, for example, that Cleveland industry paid out in bonuses before Christmas a million dollars, a large part of which would otherwise have gone for federal taxes. Since the only tax avoiders are not residents of Cleveland it is a fair assumption that similar bonuses were paid in other communities and similar "tax savings" effected. But that is only the beginning of the operation, for the government, failing to secure revenue in the expected amount from the corporation income tax, will of course look elsewhere and, in last analysis, will have to look to the one place where the revenue can be found, that is, to the productive capacity of the nation.

Finally, let it be understood that a sovereign government unable to secure revenues in adequate supply from taxation has no alternative but to resort to inflationary methods of meeting its obligations. And as every student of history and public finance knows inflation is the very worst and most costly method of financing a war.

So let's not try to beat the tax gatherer, for in trying to beat him we shall almost inevitably beat ourselves.

• It is a mistake to assume that only we civilians are war strategists. The others are in military service.

—*Chicago News*

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K-K-K-KADY

By Robert L. Wheeler

From "In Prospective" in the Providence Journal

• I realize this is no time to bring up the Civil War. However, a piece I read in the paper the other morning about the Secretary of War suggesting that the Army ought to have a kind of Ladies' Auxiliary set me wondering if maybe I hadn't better revive the story of Rhode Island's most famous vivandiere or Daughter of the Regiment, Mrs. Kady Brownell.

On the whole, I said to myself, I guess I'd better. It may encourage the feminine war effort in this State and lead to the formation of all sorts of Kady Brownell units composed of gals who can make themselves useful around the camps in a long list of assignments named over by Secretary Stimson.

I noticed that he included laundry workers. Kady was a laundress. Orginially, she went to the wars to do the First Rhode Island's washing, and ended up by retrieving her outfit's colors from the field of Bull Run, something that neither Col. Burnside nor his boys had time to do.

The regimental histories are silent about Kady. So were the local papers which told about the regiment's departure for Washington in April, 1861. So was Our Special Correspondent, who reported on the doings of the Rhode Island boys while they were quartered in the Patent Office, which they had fixed up very handsomely with red, white and blue bunting and spittoons at proper intervals.

The New York Herald and the Washington Star knew good copy when they saw it, however. When the First Rhode Island went through New York in its plumed hats and red blanket rolls, with Burnside's whiskers screening the first two platoons, the Herald's man was quick to notice Kady.

He'd have been blind if he hadn't. Kady's parade kit consisted of a blue tunic and pants, with a knee-length skirt, a crimson sash with big curtain tassels and a sword. She and the other laundresses marched with the file-closers. There were four of them in all and they were a sight to behold. The enraptured Herald man called them "very prepossessing young women." They must have been.

Kady had long flowing hair

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and liked soldiering. There was no nonsense about her. She was the wife of a Sergeant Robert S. Brownell, who apparently wasn't man enough to put his foot down. Anyway, Kady went to war. So did the Misses Martha Francis and Sarah Beasley. Miss Beasley was espoused before Bull Run by a Private Tibbetts and was married in a Turkish costume, with a blouse of cherry-colored satin and blue pantaloons and a felt hat with white plumes.

You girls won't get anything like that in this war.

Well, the First Rhode Island went to the amazing battle of Bull Run. Kady went with them—with her wash-tub and her crimson sash. The Burnside outfit did all right for a while against some Alabama boys, and then the famous retreat started. They held together as far as Cub Run, where the Reb artillery enfiladed them and after that it was every man for himself. Col. Burnside stayed at the head of his outfit, but of course he had a horse.

The original K-K-K-Katey or Kady wasn't in the retreat. She wasn't anywhere around when the First Rhode Island straggled into Washington, along with bedraggled Garibaldi Guards and Fire Zouaves and other amusing commands of the silliest army that ever fought and ran away. As soon as he caught his breath Sergeant Brownell started looking around for his wife. No Kady. What's more, the company colors were gone, but nobody was worrying much about flags right then.

Next day while the outfit was talking it all over in a rest camp at Arlington Heights they noticed a figure coming up the road. It had on the wreckage of quite a fancy costume—blue pantaloons, knee length skirt, slouch hat. It was Kady. She had the outfit's colors. Going back after them to the field of battle was just one of those little chores a man would never think of—especially when he had urgent business in Washington.

The First Rhode Island was disbanded shortly after Bull Run but Kady and her husband joined up with another volunteer outfit from this State, the Fifth Artillery. After the Sergeant was wounded at the battle of New Berne, Kady went home with him and stopped soldiering. I never heard of her marching in any Memorial Day parades. Probably she stayed home and did the regimental wash.

Editor and Publisher

Philadelphia Evening Ledger

• The feeling of loss among newspaper people that always attends the passing of a noted daily paper will be especially poignant upon the sudden suspension of the *Philadelphia Evening Ledger*. Although the Evening Ledger was itself only 27 years old, it was the heir to a name of long and honorable standing in American journalism. The Public Ledger was established in 1836 by men who were associated with the starting of the *New York Sun* and the *Baltimore Sun,* both now past their 100th birthdays.

The Evening Ledger was technically solvent, with assets roughly twice liabilities, but it did not have the cash to meet current and coming obligations.

Negotiations to raise the needed funds to put the paper on its feet were progressing favorably until the Pearl Harbor attack sent the U. S. A. to war and scared speculative money into its burrows.

Organized labor, with the Guild as its focus, declined to permit economies which the management regarded as necessary for the attraction of new capital.

Editorially, the paper was up to the average of Eastern metropolitan evening papers. Commercially, it had been profitable up to the time it became involved in the intricate financial deal which included the morning and Sunday *Public Ledger* (also defunct) and the Morning and Sunday *Inquirer,* later sold to M. L. Annenberg.

Suspension of the morning and Sunday editions left the Evening Ledger with more plant than it could use, also with surplus personnel, riveted to the payroll either by sentiment or union regulations.

Expert newspaper economists were called in, veteran Philadelphia and even New York editors were summoned to the task of resuscitation; business statistics, indeed, showed that progress was being made. But, without the possibility of reducing operating costs, success was not attainable. The U. S. District Court granted several extensions to permit the raising of new capital by the trustees, and at the last, felt itself compelled to dismiss a plea by the employes to give the paper another week's lease on life by offering a week's work without pay.

We don't wish to saddle the responsibility for this unfortunate result upon the Ledger employes, or upon organized labor, but it seems likely that an earlier evidence of the last-minute goodwill toward the employer by the employes might have brought about a happier result. If both invested capital and employed labor had five years ago recognized that the Evening Ledger was no longer able to support them on former levels, we believe that the paper could have been pulled out alive.

Severance pay and job security, the guild's major attainments to date are laudable aims for a union, but they simply can't be maintained if the business itself is not on a firm footing. It is not good labor statesmanship to exact them from an enterprise which is trying to escape from red ink and, to do so, needs the hearty cooperation of every employe.* The guild's gains fade into sad nothingness for its own members and everybody else when a publisher finds that to reduce his staff to a workable level eats up more working capital in severance pay than he can hope to save by his planned economy. That process can end only as it did in the Evening Ledger instance, in destruction.

New York World-Telegram

Another League of Nations?

• Winston Churchill's address to the Congress and the recent

* I think it is my duty to point out a factor underlying both our inability to interest new capital in the venture and also bearing substantial responsibility for the heavy costs of rehabilitation, and I do this with no desire to offer an alibi, but with a sincere wish to point out a condition that should be thoughtfully considered by every responsible man in the newspaper business whether he be an employe or a manager.

FREEZING OF PAYROLL BY CONTRACT

"The factor to which I refer was the freezing of the payroll by contract at a figure higher than the economic position of the newspaper could afford. . . .

"Punitive severance pay provisions, absolute restrictions of management's right to effect economies by dismissals of staff members and harassing petty interferences with the orderly conduct of business, resulted in excessive and unnecessary wage expense, in guild organized departments alone of upwards of $200,000 a year. . . . .

"If the new interests had to assume severance pay, it would mean that they have to pay out $35,000 immediately without anything to show for it. That was the main reason why the management wanted to clear up the severance pay situation. . . . .

"Working men and women will be well advised to note the moral pointed by the fate of the Evening Public Ledger. Namely, that it is entirely possible to win resounding victories for doctrinaire unionism, and in the process of doing so, lose one's economic life."—*From a statement of Mr. Robert Cresswell, Publisher of the Philadelphia Evening Public Ledger.*

anniversary of Woodrow Wilson's birth were both reminders, if any were needed, that in winning the war we shall lose it unless we also win the peace. Fate will not let us forget the need for international organization, whether it is called a League of Nations or something else.

Mr. Churchill stated the problem:

"It has been proved that pestilences may break out in the old world which carry their destructive ravages into the new world, from which, once they are afoot, the new world cannot escape. Duty and prudence alike command:

"First, that the germ centers of hatred and revenge should be constantly and vigilantly served, and treated in good time; and that an adequate organization should be set up to make sure that the pestilence can be controlled at its earliest beginning before it spreads and rages throughout the entire earth."

That, of course, was what Woodrow Wilson had in mind. He did not think victory in war would make the world safe for democracy. But he did hope that a wise and just treaty providing conditions of prosperous, peaceful living for vanquished and victors alike, buttressed by an international organization to settle future problems peacefully, might achieve liberty and plenty for the world.

Because that dream failed, the peace was no peace. It was only an armed truce, shaken by economic conflict and political rivalry, foul with international injustice, poisoned by the despair of millions who turned to dictators.

Why did the League fail? There is no easy answer any more than there is some simple solution of the multiple interrelated problems under which it collapsed.

Many have said that the last peace failed because it neither destroyed Germany nor built her up as an equal; that either a complete victors' settlement or the idealistic Wilson plan might have succeeded; that the compromise had the weaknesses of each without the virtues of either.

Perhaps the favorite League alibi is that America's refusal to join wrecked the experiment.

In our judgment there is truth in these and similar explanations. But most of them are either half-truths which oversimplify, or statements or results rather than causes.

It is true that somebody or something has to enforce a peace that is to last, and it is true that the United States welshed on that responsibility. But it is also true that Britain and France

tried to use the League for their selfish ends; and it is also true that they were just as unwilling as the United States to enforce peace against Mussolini and Hitler—more unwilling than the United States to enforce peace against Japan.

If generalizations can be risked on such a large and complicated subject, the following seem pertinent to us:

That any effective and just league must be open to all, as proclaimed by Wilson; that history is strewn with the wrecks of self-destroying leagues of victors, such as the Anglo-American world protectorate hinted at in the Roosevelt-Churchill Atlantic charter.

That economic realities are more important than political forms in any postwar organization; that fulfillment of the recent Roosevelt pledge to all nations "of access, on equal terms, to the trade and to the raw materials of the world"—without the Atlantic charter's nullifying qualifications regarding existing Anglo-American obligations—is essential.

That peace enforcement rests not only on the probity of governments but chiefly on the will of the people; that League membership did not produce public support in Britain and France for policing the world against aggressors; that any future international law will be as unenforceable by an international organization as was the League of Nations Covenant, or the American Prohibition law, unless the people believe it is just, practicable and worth fighting for.

Cleveland Plain Dealer

Russia in War and Peace

• With the warning that "we have to get rid of a legacy of suspicion on both sides," British Foreign Secretary Eden in his graphic description of his Russian conferences made it clear that the Soviet Union is going to remain in the peace as it is staying in the war.

How to deal with a victorious Russia in the reconstruction period has long worried many people. Russia has undergone many modifications since the revolutionary period which came on the heels of the last war. It is no longer a nation to be caricatured as a bewhiskered bravo with a dagger in his teeth. This has been shown by Joseph E. Davies, former United States ambassador to Russia, who has just published "Mission to Moscow" in which his confidential reports from 1936 to 1941 are printed with the sanction of the State Department.

Davies' book and Eden's talk should do much to allay "the legacy of suspicion." So far the Soviet Union has borne the brunt of this war and it certainly has a stake in the peace that follows. Among other things, according to Eden, Russia is determined that the enemy "shall pay to the uttermost for the destruction of towns, villages, farms and factories."

To this Russia has a just claim. This does not mean, however, that it will have the right to political influence over the nations of southern and central Europe. Stalin, being a nationalist at heart, probably entertains no such designs. As long as the Soviet Union keeps its peculiar form of government at home there can be no justified complaint.

"What matters in foreign affairs," Eden said on this point, "is not the form of the internal government of any nation but its international behavior. The trouble with Hitler, for instance, was not that he was a Nazi at home. The trouble with him was that he would not stay at home."

Eden brings a new view of the United Nations' unexpected ally. The dejection of the Germans in Russia, the confidence of the Russians themselves, the excellent use to which they are putting American and British war supplies, are all encouraging reports. But Eden is wise in looking beyond the immediate future. War harmony is assured, and now, because full agreement was reached, the world, in the words of the British minister, can attach "as much importance to the discussion which we had upon the organization of peace and security after the war."

New York Sun

Juvenile Taste in Books

• A writer of books for children needs a good deal more humility than any other kind of writer. He (or she) has a public in which the critical faculty has not yet atrophied. Hokum, buncombe and tripe may be salable to adult readers, but they rarely go down with the kids. Confirmation of this fact, if it were needed, was supplied at a literary clinic held the other day by the Child Study Association, at which a group of children aged from 8 to 15 discussed current juvenile literature with a directness and cogency that older critics might envy.

Two judgments of particularly conspicuous soundness ought to give pause to a considerable number of present-day writers

for children. One is that "career" or "success" books often contain too much optimism. The climb to the top of the ladder is made to seem too easy. That kind of story may be good enough for disappointed adults seeking escape from harsh reality, but youth is more interested in participation in the struggle of life than in escape from it. A good fight, even if lost, is more satisfying than dazzling success won without effort. Perhaps some writer of juveniles will take the tip and produce a story of glorious failure.

Another well taken criticism was aimed at books which exalt heroes with superhuman powers. Children are far from averse to the fanciful—Andersen, Grimm and Carroll will never lose their hold on childhood—but there is an abyss between "Alice in Wonderland," in which a real child moves in a dream world, and tales in which superhuman characters are made to move in the world of every day. Such tales, once more, may appeal to subhuman adults; they are far too childish for children.

Des Moines Register

Japanese Language Study

• Language teaching in this country, it now appears, is not to suffer repetition of the interruption during World War I, when German was dropped not only from high school curricula but even from many college and university catalogs.

The more practical current attitude is illustrated by Yale University's offer of intensive courses in the Japanese language. The courses have a record enrollment of undergraduates for the coming semester.

Emphasis is to be placed almost entirely upon conversational use of the Oriental tongue rather than upon study of the extremely cumbersome system of writing employed by the Japanese, who use more than 2,500 Chinese signs and 100 of their own syllabic signs, with some half dozen different pronunciations for each.

Students now seeking to master Japanese anticipate several possible valuable uses of it. It may prove highly serviceable to our armed forces in the Far East, or it may equip the student to serve in key positions at strategic shortwave radio listening posts.

SISTER'S NOSE IN SHADOWS REPLACES OLD FAMILY ALBUM

By Henry McLemore

From his column distributed by McNaught Syndicate

• What is the bag limit on amateur photographers? How many of them can you shoot in a day or season without the game warden getting after you?

Now that the hunting season is here, and my musket is all oiled up, I want to know when I can start firing on those men and women who clutter up everything from albums to newspapers with pictures that don't make any sense.

You go ahead and bang away at pheasants, moose, plover and peacocks. I want to fill the back of my car with the kind of cameramen and camerawomen who take pictures of broken down bridges from odd angles, transmission gears grinding away in a heavy fog, turnip seeds mating in the spring, and rooster combs reflected in a bowl of buttermilk.

* * *

These people, with their confounded super lenses, 4-speeds-forward shutters, devilish devices to test the visibility, humidity and aroma of the air, have done something dreadful to the American way of living.

There was a time when a man could be proud of the picture he had taken of son Willie, aged 6, in his Indian suit. The background was unimportant. So were the shadows.

The only thing that mattered was that Willie looked like Willie getting his picture taken. He stood right straight up. He held his hands behind him. He had his war bonnet on straight. When the album was shown, every one knew that this was Willie, without having to glance at the white ink caption underneath which said, "Willie, aged 6, 1911."

But what would happen if Willie fell into the hands of today's amateur photographers? Well, Willie just couldn't get his picture taken. He would be ignored as an "uninteresting subject." He would be passed by in favor of a cow silhouetted against a cumulus cloud or the profile of a gasoline pump.

* * *

The picture album once was a definite part of the American home. When people came in to spend the evening you showed it to them.

"There's Mary, there in the middle," the explanation would be. "Those are two little friends she made that summer. Such nice children. I often wonder what ever became of them. . . .

"There's Dad. Now doesn't he look silly with that high stiff collar on. . . .

"That's Rover, that half of a dog you see. He just wouldn't stand still. He was run over about a month later, and I do wish we had a good picture of him because there never was a sweeter dog. . . .

"Oh, don't look at that one. Don't I look awful? How did we ever wear dresses like that? That's a vacation at the beach.

"Yes, that's Freddie Russell. He was the skinniest thing then you ever saw. He just started putting on weight about ten years ago."

Now, to my way of thinking, there was some interest in an album of that sort. You got a little family history, a few good laughs, and a good chance to check up on everybody's exact age.

Today, the family album is a huge portfolio, with cellophane between each two pictures. It must be handled with care in view of a coming exhibition of "The Year's Most Unusual Shots." The monologue that accompanies the showing of it runs something like this:

"I was particularly fortunate to get this shaft of sunlight on this beet farm. I used a prismadogmatic filter with a rotagenic lens. . . .

"Here is my daughter, Ann. . . . She didn't know I was taking it. She was under her high chair at the time. . . . You can only see her feet, but what lights and shadows. An interesting study, don't you think? . . ."

This goes on and on and on until finally you are almost knocked over by the sight of a highly enlarged face of a human being. "What a character study," the amateur cameraman says.

As far as I can figure, a character study is a most unflattering picture of a person; a picture which shows every pore in the skin, every wrinkle in the face, every blemish on the chin and nose, and everything else that all of us would like to hide.

Boy, load my gun and I hope I catch those fancy photographers sitting down. I don't want to risk missing them on the wing.

* * *

Henry McLemore . . . an honest-to-goodness humorist . . . for nearly ten years he chronicled leading events in the sports field for readers of almost 500 newspapers . . . born in Macon, Ga. in 1906 . . . son of a minister . . . reached N. Y. at age of 21 determined to be a newspaperman . . . worked in sandwich shop, cigar stores, rental libraries, advertising agencies, on tramp freighters, and as an elevator operator before he got a newspaper job with International News Service . . . for eight years as a sports columnist with United Press he wandered all over the U. S. and half of Europe . . . now in his inimitable witty style he covers news events wherever they may happen.

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LEARNING HOW LONG NAZIS CAN LAST

By Dale Harrison

From his column distributed by George Matthew Adams Service

• There appeared in this column two or three years ago a story which is of particular interest now, which is the excuse for its repetition.

The question now which is of supreme interest to anti-Axis nations is:

How nearly has Germany exhausted her resources?

How long will her supplies of essential articles hold out?

Here is a story of what happened under similiar circumstances in the last war.

* * *

Bernard Baruch, head of the War Industries Board then, asked the government to finance a commission which would go to Europe and seek to determine by scientific methods as nearly as possible how Germany was holding out.

The government thought Mr. Baruch's idea wouldn't work, so it declined to make a requested $100,000 appropriation. Baruch, sure his idea would work, then financed the commission himself.

The investigators went to the European battlefields. They took bits of clothing from newly captured Germans and compared them with clothing found on soldiers captured early in the war. They studied shells, guns and captured German field pieces. They compared the shoes of newly captured Germans with shoes worn at the start of the war.

Working purely on a scientific formula, the investigators found that Germany was using paper instead of leather in its soldiers' shoes; that the cloth of the uniforms was woven much more loosely to save cotton; and so on.

They compared the number of dud shells in 1918 with those of 1914, and discovered that the powder was becoming increasingly less reliable, indicating a shortage of explosives.

The investigators returned to the United States in September, 1918. On the basis of their studies each of the three members of the commission made reports to Baruch, and each gave an estimate of how much longer Germany would be able to continue the fight.

One investigator figured Germany would have to sue for peace November 1, 1918. A second set the date as about November 18.

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The third investigator told Baruch he thought the war would end on November 11.

When science can hit the answer on the nose like that, it might be worth Washington's time to give the boys a chance to try it again now.

FAILURES OF EDUCATION

• "All of us had better be humiliated instead of boastful." This was said recently by Robert W. Hinckley, Assistant Secretary of Commerce to a thousand educators representing the colleges and universities of this country. He was thinking of our program for training air pilots. We formerly turned out 23,000 over a three-year period. Now we have stepped the number up to 100,000. But this, said the Assistant Secretary, is "a pitiful number alongside the real needs."

But much deeper failures were indicated by other speakers at this conference called by the National Committee on Education and Defense over the last week-end. Paul McNutt put the indictment in blunt terms: "The fall of Manila is an indictment of the international thinking of educated America." Dr. John W. Studebaker, U. S. Commissioner of Education, boldly picked up the challenge. "It is time," he said, "to teach the American people geography." Another speaker added that if we had had more geography there would have been less isolationism.

There you are, ladies and gentlemen. A little geography, a little history, a little knowledge of what's going on—and our boys would not be dying like rats in a trap on the island of Luzon. In fact, there wouldn't have been a world war at all. There wouldn't have been any Senator Lodges and Borahs to keep us out of the League of Nations.

The educators are swinging into the defense program with effective enthusiasm. We shall have three-year courses with plenty of training for waiting jobs. The college administrators are quite properly concerned about the increased dependence on the federal government. Subsidies to students alone may run to more than a hundred millions. But the job will be done.

Whether the long-term task will be as well performed remains to be seen. In Germany young people were effectively trained to fight and hate. Whether we can do as well in teaching our youngsters to understand and build seems doubtful. But that is the task set for our schools. Probably that is what Dr. Studebaker had in mind when he talked about teaching geography. During the next decade young Americans must learn to be citizens of the world. Put that in your college catalogue and see what you can do with it.

—William E. Bohn in the New Leader

"NATIVE AMERICAN"

By W. K. Kelsey

From "The Commentator" in the Detroit News

'Native American'

• Michigan can claim a fair share of Ray Stannard Baker. He was born in Lansing, in 1870; he studied at Michigan Agricultural College (now Michigan State College) and received the degree of Bachelor of Science from it; and he studied, or didn't study, law at the University of Michigan for a few months. But between the ages of five and 15 he lived with his family at St. Croix Falls, Wis., and after deciding he wasn't cut out for a lawyer he was a Chicago newspaperman, and after that he was claimed by New York, and the country at large.

"Native American" (Scribners) leaves him, however, in Chicago; the tale is to be carried forward, he hopes, in another volume. At the close of "Native American," both Ray Baker and the United States are at the end of their youth. The joyous adventure is over; new responsibilities are shaping, deeply interesting no doubt, but without the glories of the earlier prospect. "As I look back," Mr. Baker says, "it seems to me that the predominant quality of virtue of the frontier was hope, and that corollary of hope—faith. The past had been hard, and the present was hazardous, but what a future we had!" The frontier was poor, but there was no poverty. When the kind-hearted ladies of the village were prevailed on by a newcomer to provide Christmas baskets, they had a hard time disposing of them—someone might be insulted by being considered poor enough to accept charity! Men with two arms and any useful skill could make a living. It was Chicago and the depression of 1893 that changed the American picture for Ray Baker.

* * *

The Vanished Frontier

Here the Commentator pauses to wonder whether it is true that the disappearance of the frontier, the filling-up of the country, caused any large change in the outlook of youth. He follows almost a generation after Mr. Baker, and he can't remember a time when he lacked either hope or faith. There was plenty of poverty about him; there was never any doubt as to where baskets of food, and old clothing, were to go. The line formed at the very door. But it was

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immigrant poverty, chiefly; people torn up by the roots from the backward areas of Europe, without money, or education, or even enough English to make their wants known. Their children went to school, and became clerks and storekeepers, and entered the professions. They had no notion of a frontier that was gone. To them, the country was not crowded. Neither they nor their children worried about a futureless land. If life was tough here, it was just as tough, if not worse, in the Europe the parents remembered, about which they told their youngsters. Faith and hope seem natural to youth; and if the oncoming generation has a different view (as many of its members have not), it may be because the lean 1930's gave their elders a jaundiced outlook, which writers and teachers emphasized till the young believed in it.

The foundations of a culture, it is true, are built on the land. Then comes the superstructure. There are just as many opportunities, if not more, in constructing the upper stories as there were in laying the basement stones. They require a different talent, that is all.

Ray Baker's father began in the St. Croix valley, a pioneer, breaking the land and starting industries. He ended a land-poor owner of real estate, waiting for other people to crowd in and make him wealthy. He had a vision which never materialized. Look about you at the discontented, many of them comfortably well-off, who believe that it's all up with this country because things haven't worked out as they planned.

* * *

Joseph Stannard Baker

But don't get the idea that the senior Baker was a failure, or had any doubts about himself or his country. He had fought for it through the Civil War. He came of pioneer stock, and he was not one to be discouraged. If his dreams didn't come true, he did not repine. To Ray Baker, his father was never anything but a hero. He told the boys stories, awakening their interest and stimulating their imagination. He tramped with them through the country. He gave Ray $1 to read "Pilgrim's Progress"—which reminds the Commentator that he, too, was given the same sum not to continue reading Shakespeare at the age of eight; he took the dollar, but was back at Shakespeare a couple of years later. The elder Baker was full of wise saws, which he imparted to his children, and they found much sense in them. "The Truth," he wrote on a memorandum sheet, "is that

which has gotten itself believed by Me." (Respectfully referred to Prof. Roy Sellars.)

* * *

Two Great Educators

From the degenerating Chippewas, the roaring lumberjacks and the land-seeking pioneers of St. Croix, Ray Baker broke away at 15 to absorb knowledge at East Lansing, and there for the first time he became acquainted with the new science, chiefly at the hands of Prof. William J. Beal, who taught botany. One of Prof. Beal's methods was to hand a pupil the stalk of a plant and tell him to write down everything he observed about it. This having been done, the pupil was told to observe further, and continue the process ad infinitum. After a time, the student found himself either an interested observer on the scientific road, or a failure. Prof. Beal opened a new world to Ray Baker. "Outside of Dr. Beal's laboratory, which was indeed a powerful factor in my education, worth the entire college course, and a certain amount of help from Prof. Albert John Cook, I cannot now recall that I was much influenced or changed—that is, educated—by any other teacher, or in any other class, in four years of college life."

Mr. Baker went back to St. Croix Falls to help his father. Then he persuaded himself to study law, and went to Ann Arbor. A brief attendance at uninteresting lectures convinced him that he was on the wrong track. Meanwhile he heard about Fred Newton Scott, and managed to get into one of his seminars. Scott had the safe faculty as Beal for making a student dig. By indirection he brought direction out. "I must have poured out my soul to him—for he was the first person in the world I had met who seemed able to understand what was troubling me and what I wanted to do. He maintained, however, a kind of playfulness, a protective armor of irony, which I somehow resented, but which God knows I needed.... Taking it all in all, Fred Newton Scott was one of the greatest teachers I ever knew." So many a Michigan man has said; so the Commentator might have said, had he not forsworn that department after compulsory freshman rhetoric, futilely taught by ignorant bores, one of whom later went into the chicken-raising business where he belonged.

* * *

Toward Authorship

Ray Baker was feeling his way. He had the itch to write. He got a space-writing job on the *Chicago Record,* and nearly starved until he covered a strike and by making over $40 in one week, gained the attention of the editor, who put him on the regular payroll—at $12. This was in 1892-3, when the World's Fair was building, and the depression was beginning. Baker was studying people, particularly the class known as labor; was becoming familiar with the way they lived, and their philosophy, and their outlook; was acquiring a new point of view, much more understanding and sympathetic, so that in this book he can write: "When men come really to understand one another—if that time ever comes—war will end, poverty will end, tyranny will end, and this under almost any sort of government, almost any economic system."

Wise words for the concluding chapter of a remarkably genuine autobiography!

A LITTLE HEROISM, PLEASE

By Kenneth C. Kaufman

From "The Way I See It" in the Daily Oklahoman

• It seems that ever so often we have to revise our standards of values. For the past quarter century we have set the highest price—far too high a price—on security. We have built up a whole superstructure which we have fondly labelled security, and we have built it on a flimsy foundation of confidence in people whose whole stock in trade we knew to be lies, blood and treachery. That foundation was wiped out at one blow on December 7, and our whole philosophy of security went with it. What we have labored for 25 years to build up is now no stronger than our air fleet and our thin-stretched line of battleships, and our heroic few who carry bayonets; it reaches no farther than the cruising range of our bombers, and it is no more durable than our spirit of gallantry. Security is gone. What is left and what is needed is courage.

Our literature has followed our national philosophy. So far as literature is concerned we have become a nation of whiners, of greedy seekers after ease and safety. Our whole literature of protest—protest against war, against the unjustly rich, against social injustice, against the exploitation of the downtrodden, has been aimed at "dividing the spoils," at making people happy by giving them material things. And anybody in his

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senses knows that you can't make a man happy by giving him things—you only increase his appetite for more things. You can make him happy—perhaps as happy as human beings can expect to be in this world—by creating in him a spirit of self-reliance, of self-sacrifice, of courage. I don't know how this spirit can be developed; I do know that it can't be developed by telling people that the rest of the world, and especially their own countrymen, have a grudge at them, are picking on them, are treading them under foot. And that is precisely what our most popular literature of the past decades has been doing.

There was a time in which American literature put a premium on courage and self-reliance. Perhaps it wasn't a very good literature. In the fat years of peace, when we rolled in wealth, and in the lean years of the depression when we squabbled over the best way to "soak the rich," we learned to sneer at it. But it did glorify the one attribute which can save us now; it glorified heroism. There have been whole generations of Americans nurtured on the poetry which subscribed to the credo that, to an American, nothing was impossible, that there are many things worse than death, and that if death is a thing we all have to face sooner or later, it is a far more glorious thing to face it on the field of battle than in bed.

I'm talking about the type of poetry that used to be in the McGuffy readers. The poetry of Joseph Rodman Drake, and Fitzgreen Halleck, and Oliver Wendell Holmes and I don't know how many lesser lights whose names even, escape me now. Do you remember Drake's "The American Flag?" Bombastic, wasn't it? But doesn't it sound pretty good to you now, with the news of Pearl Harbor still ringing in your ears?

"When Freedom from her mountain height
Unfurled her standard to the air
She tore the azure robe of night
And set the stars of glory there."

Well, they will be stars of glory now. Or else they will set for ever. And the last stanza (I am quoting from memory, and may not be right; I don't even know where to find a copy of the poem):

"Forever float that standard sheet
Where breathes the foe but falls before us,
With Freedom's soil beneath our feet
And Freedom's banner floating o'er us."

That sounds to me like a pretty good sentiment right now; a lot better than the verses of some of our frustrated intellectuals whose souls hurt them, oh, so badly.

Used to be, every Friday afternoon, every little red school house (or white or unpainted, for that matter) had its walls re-echo to the stentorian tones of boys who dreamed of glory, reciting such things as "Horatius at the Bridge," remember?

"And how can man die better
Than facing fearful odds
For the ashes of his fathers
And the temples of his gods?"

And "Old Ironsides":

"Oh, better that her shattered hulk
Should sink beneath the wave;
Her thunders shook the mighty deep
And there should be her grave.
Nail to the mast her holy flag,
Set every threadbare sail,
And give her to the god of storms,
The lightning and the gale."

And does anybody at all remember the poems of William Edmiston Aytoun, the "Lays of the Scottish Cavaliers?"

"Strike! And when the fight is over
If ye look in vain for me
Where the dead are lying thickest
Search for him that was Dundee!"

Who nowadays ever reads "The Charge of the Light Brigade," or "The Revenge?" Remember how Sir Richard Grenville, having fought his one little ship against the 50 great Spanish ships of the line for a day and a night, and with most of his men dead, himself wounded, and his powder almost gone, cried out:

"Sink me the ship, master gunner,
Sink her, split her in twain.
We shall fall into the hands of God,
Not into the hands of Spain."

I don't think there is much heroic poetry being written today. I call to mind at this moment a few lines of John Gould Fletcher (from his last book, "South Star"):

"He who is wise will ride the tides, today,
Not dreading the future much, nor shamed by the giant past;
He who is wise will take life as it comes
Proudly, superbly, caring not if death
Strikes as the thunder rises from the south
And the fierce lightning flickers. He who is wise

Will have more things than
self before his eyes,
A greater thing than death
within his heart."

"And many a broken heart is
here and many a broken
head; but tomorrow,
By the living God, we'll try
the game again!"

A bit foolish in peace times, these heroic poems, and not very grown up. But they skirl like bagpipes, and they thunder like drums, and shrill like fifes. And they embody the spirit of Davy Crockett, playing his fiddle under the guns of Santa Anna, the spirit of the boys who piled the dead high in the bloody angle at Gettysburg and who mowed down forest trees with their bullets in front of Shiloh Church, the spirit of that sailor (I have forgotten his name, but I think he was on the Cumberland), in the fight with the Merrimac, who with both legs shot off by a cannon ball, walked three steps on the bleeding stumps, pulled the lanyard of a gun, and fell dead; the spirit that made Farragut say "Go ahead, damn the torpedoes," the spirit of Manila Bay in 1898, that made Dewey say, "You may fire when you're ready, Gridley." And it is the spirit that will wipe out the memory of Pearl Harbor.

LESSON FROM HAWAII

• Here is the testimony of one able American correspondent who saw the all-day attack on Pearl Harbor and watched the reactions of the people of Honolulu:

"The city of Honolulu took it like a veteran. There was no hysteria.

"The civilian defense organization went into action quickly and smoothly.

"I can testify today that Americans can take it. Here is an American city with more potential dissension in it than any on the mainland. This is an extremely mixed population of divergent antecedents. One thing all have in common is American public school training.

"I am beginning to think that the American public school is a far more powerful political force than the Hitler Youth organization. For this city, which might have been rent into angry factions, took it better than Berlin.

"Chinese, Filipinos, Japanese, Portuguese, and the older American stocks proved that they are real Americans."

The witness is Joseph C. Harsch of the Christian Science Monitor, who served a long spell in Berlin before going to the Pacific. And he is no "soft-soaper."

—Des Moines Register

OTIS SKINNER ENJOYED PLAYING ROGUES

By John Mason Brown

From his column in the New York World-Telegram

• The play was The Honor of the Family; the scene the Booth Theatre; the date, Dec. 25, 1926. It was the third time Otis Skinner had appeared in this dramatization of Balzac's La Rabouilleuse, and the second time he had dug into his trunk to revive it. Twenty years had passed since the curtain first rang up on it in New Rochelle; twenty years and Mr. Skinner was an older man, and the play—as is the way of things—a much, much older play.

The middle of the first act had already slipped by. The curtain was imminent, and nothing had happened to catch the eye or rivet the attention. The scenery was a little shoddy, but not nearly so shoddy as the writing. The cast was none too good. It all seemed too silly, too archaic, too dull—and anyway this was Christmas.

But at just the moment when you were reaching for your hat, or suppressing a yawn which made your eardrums ache, things began to happen. A man swaggered past the window at the back. Yes, this was all, but it was enough to make you swallow your yawn and forget you ever had a hat. Enough because—and you were forced to feel it—the brief passing of this man was more than obedience to a stage direction. Although the distance he covered may have been only a simple six feet or so, there is no tape that could measure his crossing because it was not a matter of distance but of the creation of character.

* * *

The Old Melodrama Comes to Life

With that brief appearance at the window blood had suddenly been pumped through the anemic veins of this old melodrama. Not mere mortal blood of course, but the blood that is red with the flaming corpuscles of the theatre. A character had been more than summarized in a passing glance. He had been catapulted across the footlights to all of us from the remotest depths of the backstage; from that very position in fact at which most of the younger actors are ill-at-ease but at which the veterans are triumphantly at home.

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If at that moment you suddenly found yourself sitting upright without knowing or caring what had become of your program; if Christmas had fled your mind without your dismissing it, it was because of the brave, salty figure of swashbuckling romance which this man cut as he swaggered by the window. From the battered high hat sitting cockily aslant his head and the greatcoat tightly bundled around his body, to the cane he had swung with the air of a major-domo, this stout Ratapoil had seemed the most blustering of benevolent villains.

In no time he was past the window, and had stomped his way onto the stage, confronting the heartless couple which was conspiring for old Rouget's money. Now we could see him better—note those slightly moth-eaten eyebrows, follow the ends of his mustache as they mounted skyward, observe his bulging red cheeks, and that nose which seemed a tattered poppy in their midst. We could follow, too, the energetic manner in which this Colonel Brideau had swung up and down the stage, and enjoyed that walk of his which was the finest bluster in roosterdom.

This Brideau's swagger was the swagger all of us have hidden in our hearts. It was a hang-over from childhood when within ourselves we were still brave nonconformists, when each of us had rebelled at good behavior, and, hating the respectable gentry of Nottinghamshire, had given our affection to Robin Hood and all the other lovable bandits who had stout cudgels in their hands.

"Bang" went Brideau's cane, thumping down on the table like the crack of doom—and we chortled with delight. Out came his warning to the conspirators—an absurd, preposterous warning if you choose, but we did not stop to say so then. Up came a cigar to his mouth, driven home so grandly that it seemed the finest gesture of arrogance possible in this small world. And, with a final jaunty pat on the top of his high hat, calculated to set it at an even cockier angle on the side of his head, off stalked this Brideau for a stroll.

It took only a minute, less than a minute, Otis Skinner assured us in his fine autobiography, Footlights and Spotlights, but it has lasted a lifetime in the memory of those of us who were fortunate enough to see it. By its memorability and the sense of importance it conveyed, this short second of Phillippe Brideau offered an excellent illustration of the difference between coming on to a stage and making an entrance.

Making an Entrance on the Stage

Any mortal with feet, crutches, a wheel chair or a nurse can come onto the stage. And almost anyone can—and many modern actors do—slink from a door and slip into the nearest chair with a desperate sense of thankfulness. But locomotion followed by a squat is not an entrance. An entrance is made of sterner stuff. It is the first "point" an actor scores, a dramatic moment in itself—studied, built up and sustained—which usually rumbles in the wings long before it bursts into view, but which, when once made, defies any eye to leave it.

Call it a kind of pillage, a hold-up staged in public, if you will. Admit the stillness to which some of the older actors have pushed it in their vanity. Laugh at the way in which some of them have loved to swoop down on a play, and tuck it and its cast into their vest pockets, even while they were bludgeoning the audience. But realize that life is not its model, nor etiquette its guide. Although an "entrance" is a trick, of course, therein lies its special glory when it comes off. It is the theatre of the actor at its most militant. Yet to succeed as this entrance of Brideau succeeded, it demands an actor behind it, no ordinary actor, but a personality and a technician capable of carrying it through.

Otis Skinner not only carried the entrance of this Brideau through with a triumphant flourish but, even while he was making it or whipping the rest of the old melodrama into life, we were carried beyond realism into that theatre of not so long ago which modern realism has all but extinguished.

* * *

More Than Character Acting

To watch him in The Honor of the Family, to see him in Kismet, Blood and Sand, The Merry Wives of Windsor, Henry IV, Uncle Tom's Cabin, or the Quinteros' gentle comedy, 100 Years Old, was to become aware that you were facing a method uncommon on our contemporary stage. It was a veteran's method; sure in its devices, conscious of its "points" and certain in making them—at a time at which "points" were more or less looked down on by the moderns. It was character acting enlarged beyond the ordinary; bold, romantic, mellow, yet high-tensioned. It admitted no moments of loafing and was never more active than when someone else was speaking. Like Mrs. Fiske, Mr. Skinner listened with his whole body, toyed with his handkerchief, and "ah-ed" and "um-ed" his way through such speeches as he had to hear. And like Mrs.

Fiske, he was one of the most authoritative of our older actors, schooled in a different school, born of a different tradition, and yet able to bridge the chasm between the old tradition and the new method.

Behind him lay more than a half century of the richest and most varied experience our stage has known. Read his Footlights and Spotlights—the wisest and most illuminating of our actor's autobiographies since Joseph Jefferson wrote his—and you will see what was the background for his authority.

Here was a man, the son of a Universalist minister, who was given his first letter of introduction to managers by no less a person than the great P. T. Barnum himself. It was in 1877 that Mr. Skinner made his professional debut as an old Negro in a play called Woodleigh at the Philadelphia Museum. "There was no part I did not play," he tells us, writing of that first year at the Museum when, counting "doubles," he appeared in 92 parts between October and June. "Even sex was no bar, for I was sometimes clapped into skirts for nigger wenches and coarse old hags."

* * *

Acted with Other Famous Stars

That was the beginning, and it was the kind of initiation which no contemporary player is granted. In the years that followed he acted with Lotta Crabtree, with John McCullough, Edwin Booth, Mary Anderson, Madame Janauschek, and Lawrence Barret; barnstormed Leadville when it was "wide open"; was a member of Arnold Daly's famous company with Mrs. Gilbert, May Irwin, John Drew, and Ada Rehan; played Henry VIII to Modjeska's Katharine, Orlando to her Rosalind, Shylock to her Portia, Macbeth to her Lady; was Petruchio to Ada Rehan's Katharine; had his fling at "the inevitable Hamlet"; tried his own hand at management—and all this was before the latter-day Otis Skinner emerged, the Otis Skinner that Charles Frohman presented, the Otis Skinner of the Count de Grammont, The Harvester, The Duel, Kismet, Mister Antonio, and The Honor of the Family.

When he was playing his swaggering villains, his Brideaus and his Kismets, or even when he was seen as Uncle Tom or as the old Gentleman whose birthday was the plot of the Quinteros' 100 Years Old, the background of that experience showed itself through the acting of this man who "never did like kings," and who was at his best as rogues. To sit before his fine Falstaff in the Players Club revival of Henry IV was to understand just what the "great tradition" can mean in

poise, manner, and authority. It was to understand, too, how Mr. Skinner had domesticated it, house-broken it to modern needs. . . . His Falstaff, like his Brideau, showed the unction of this veteran, his glowing versatility, and betrayed also that, though he had scrapped the fustian of "the old tradition," he had—luckily for all of us—salvaged its authority.

The foregoing paragraphs, as no one will remember except myself, are taken almost verbatim from a book of mine called Upstage, which was published 13 years ago. Originally these paragraphs were written in the present tense, a tense which I have changed only because of Mr. Skinner's recent death, but as memories they are as present to me now as they were when they first were garnered. And always shall be.

* * *

Even More Amazing as a Man.

I happen to be a reviewer who has made a point of knowing as few people in the theatre as possible. But Mr. Skinner was an exception. I have known him since I was in college and before I realized how glad theatrical people are to avoid a critic. Fascinating as he was as a performer, Mr. Skinner was even more amazing as a man.

He was at once the oldest and the youngest person I have ever known well. And one of the wisest because he was the gayest and most dauntless at heart. If his acting had the enlarged values of the prenaturalistic stage, his genius for living was no less vivid and full blown. No wonder his distinguished daughter, Cornelia Otis Skinner, when writing a charming portrait sketch of him, had no other choice than to apply to her father Lord Tweedsmuir's phrase, his was a talent for maximizing life. As man and actor we shall not look upon Otis Skinner's like again.

• It is interesting to note that during the Civil War, the Union Army totalled 2,778,304 men, of which 2,159,789 were under 21.

In addition, 104,987 were under 15 years of age; 1,523 were under 14 years of age; and 300 were under 13.

Also there were actually thirty-eight boys in the Union Army from ten to eleven years old, and twenty-five boys under the age of ten—drummers and buglers.

—Pearson and Allen in "Washington Merry-Go-Round"

A KIND WORD FOR COLUMNISTS

By Don Rose

From "Stuff and Nonsense" in the Evening Public Ledger

• A kind word for columnists comes from a regular correspondent who disguises himself as "Park Benchly." He finds it interesting to "observe the transit of the columnists from a peace to a war footing. A merchant of words is often a dubious vocation in peace time when men are working. It is a doubly suspect calling when men are fighting. But in the main I thought they withstood the change very well."

Some did and some didn't. Some changed their tune so violently that they might be a couple of other fellows. Some went fervently patriotic for about 72 hours and are now back at the same old stand, selling the same kind of sour grapes and green apples. Some had a bad week eating their own words, but a skillful columnist can do so with one side of his mouth and keep right on talking with the other. The luckiest, perhaps, are those who were not writing of anything particularly important before the war and are not expected to now.

What is important, anyway? It is important to win the war, of course, and buy defense bonds and black out your windows when the air-raid warden says so. But it is also important to take out the ashes and wear your rubbers when it's raining. It is important to pay compliments to your wife's cooking and admire her new hat. It is important to feed the cat and canary, wind the clock, set a mouse trap in the kitchen and send back your neighbor's lawn mower so that you can borrow his snow shovel.

One of the columnists, not saying which one, has been sneering some because certain parties are concerned for the safety of animals in the zoos and household pets in event of an air raid. He says it isn't important. Probably he is in plenty of trouble by now for insinuating that what happens to a household cat in a bombing attack is of no great consequence, except to the cat. These are fighting words for those who keep and care for cats. Probably there are also those who would consider it dastardly cruel to allow an innocent little rattlesnake or man-eating tiger to be homeless and hungry as the result of a bomb dropped on the Zoo.

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I don't feel that way about tigers and rattlesnakes, but some people do. I'm not much worried about the cats, either. Wise advice on the subject of cats in air raids has been published by the American Women's Voluntary Services in a booklet based on British experience. "Don't worry about your cats. Cats can take care of themselves far better than you can. Your cat will probably meet you when you get into your shelter." This is probably important, because the first real raid on an American city will find a lot of ladies hunting desperately for a cat amid the roar of guns and the wreckage left by the bombs. The cat, meanwhile, will be sitting comfortably in a safe corner, wondering what all the fuss is about.

More remarkable advice on the care and feeding of household pets during air raids has been issued by the American Society for the Prevention of Cruelty to Animals. The most alarming suggestion is that when a bomb drops you should immediately give your dog a dose of sodium bromide, from two to 15 grains, according to the size and appetite of the dog. There is no advice what to do if the dog doesn't like sodium bromide, or won't take it. Probably, in that case, you should take it yourself.

The assumption seems to be that cats and dogs, not to mention pythons, water buffaloes and black widow spiders, would be dreadfully upset by an air raid and go rushing off madly in every direction. No cat of ours was ever so sensitive as that. Nearly all animals and reptiles, whether wild or domestic, have better sense in emergency than human beings. So if a bomb ever drops on the Philadelphia Zoo, I hope it doesn't blow the fence down. The unfortunate lions, crocodiles and elephants would probably be trampled to death by people trying to get out of West Philadelphia without waiting for a street car.

• Broadway's most lamentable offering was a dull little drama that died very dead after three performances. During the second act one of the characters hooked his finger in his collar and muttered, "I want outa here" . . . Whereupon a little old lady in the fifth row cried "Me, too," seized her bonnet, and fled.

—George Tucker

TREND-SPOTTERS DELIGHT

By Samuel Grafton

From "I'd Rather Be Right" in the New York Post

• Let me tell you a little story. It begins in 1939, when Representative Graham Barden of North Carolina led a revolt against the wages-and-hours act. He wanted it amended so that workers in canning factories, a big southeastern industry, would be classified as "agricultural labor" and thus be made exempt from the 40-hour-week and the wage standards of this legislation. Mr. Barden insisted that canning factory hands were farmers, even when they were middle-aged ladies working a short season for Christmas pin money.

Mr. Cox of Georgia joined with Mr. Barden of North Carolina in this great back-to-the-farm drive. In fact, many a southeasterner got hot on the issue, and there was talk of classifying even lumber mill workers as farmers. If these two had had their way, half the South would be wearing property wisps of straw behind the ear this minute.

We skip now to the recent House vote on the sock-them-and-rock-them anti-strike bill, an interesting thing because, in the final house score, the South voted for the measure, 100 to 8, while New England, the middle states and the eastern midwest voted against it, 110 to 95.

So it was the southeast, mostly, which decided that the defense program had to go on, come what may, and was not to be held up by anybody for any purpose.

Now we skip again, to the OPM office in Washington, where we find an estimable gentleman named William L. Batt in a towering rage. Mr. Batt is not a radical; he is the former head of the great SKF roller bearing works, and for more than a year has been my idea of a gentleman and a scholar. Mr. Batt is unfond of Adolf Hitler. A great many people are unfond of Hitler, but few become so red around the ears as does Mr. Batt when the Hitler subject is brought up.

Why is Mr. Batt angry at the moment? He is angry because he knows, as chief of the materials division, that we are going to need more aluminum for war. He wants Congress to provide funds for building the Douglas Dam on the French Broad River in Tennessee, a honey of a dam, because it can be finished in time for 1943 aluminum production, in the summer of which year it would come roaring in with 1,000,000,000 kilowatt hours, allowing us to up our aluminum perhaps 100,000,000 pounds per year.

Congress won't do it. The House Appropriations Committee has mysteriously taken the money for this item right out of the recent deficiency bill. No dam, says the committee.

Why no dam? No dam, says Mr. Batt, because to build this dam would necessitate flooding 12,000 acres of farmland, which happen to be keyed with a nearby canning industry. Canning! The circle around which Mr. Barden began to trot in 1938 closes on itself, in the heart of a wartime emergency; certain representatives are protecting against flood the industry they once protected against wage laws.

But wait. The State of Tennessee has nine Representatives in the House. Eight of these voted in favor of the all-out anti-strike bill, on the high and laudable ground that defense comes first. Mr. Batt now puts it to them like a man, right out in meeting: "It seems to me that this is the canners against defense, plus whatever help they can get in high places."

This is a most amusing story, I find. It is the trend-spotter's delight, the analyst's dream. It has everything. The Southeastern revolt against New Deal labor legislation began on a canning issue. It has culminated in a drive against strikes, on the theory that defense must go on. Now the prosecution of war requires that somebody stop protecting one small bracket of the canning industry. So a number of patriots find themselves in a pickle, probably sweet mixed.

Some of us, of gentlemanly inclination, have murmured, and others, of more irascible temper, have muttered, that a basically ultra-conservative outlook on life would in the end be bad for defense. We never expected to see the thing proved so quickly, with a patness verging on the inartistic and the artificial.

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THIS CHANGING WORLD

• Any day we expect to hear this announcement on our radio: "We interrupt this special news broadcast to bring you one of our regular scheduled programs."

—*Chicago Tribune*

ARE VACATIONS MILITARY SECRETS?

By Frank C. Waldrop

From his column in the Washington Times-Herald

• A group of newspapermen talking shop at the National Press Club yesterday suddenly began to get louder and louder.

Before they realized it, the boys were what is known only in newspaper circles as "mad as Hell."

What they were mad about is the way numerous petty little public officials, both civilian and military, are trying to use the obvious necessity of wartime censorship to smother legitimate news.

And this column is a sort of feeble effort to suggest to the powers that be there is trouble brewing in the Washington press corps. Somewhere it has been said that the Censor, Mr. Byron Price, is doing his best to work out a censorship policy in collaboration with various advisers of the nature of Mr. Archibald MacLeish, the Librarian of Congress, and Mr. Lowell Mellett, the director of Government movie propaganda. Work fast, gents.

* * *

Censorship is difficult to define. Every reporter is a censor. Every editor is a censor. The reporter censors his firsthand observations down to what he considers news. The editor censors down numerous reporters' summed up accounts to a composite reflecting what he considers the fairest, best record of the events of a period, usually one day, around the world. He also comments on the state of things by means of the editorial page.

American newspapers have a guarantee from the Constitution that they shall be "free" to do this business.

But what is "free"?

Actually, p r a c t i c e has brought it down to mean a kind of rough edged gentlemen's agreement that the Government will leave the press alone as long as it does not print libel, does not incite mob violence, and does not print obscene, salacious stuff.

Under this guarantee, even the Communist party, which advocates overthrow of the United States Government by force, has been permitted to publish a newspaper.

* * *

But obviously, when war threatens the very existence of the country, the free press has to submit to some direction by the Government.

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Again, our Government has a gentlemen's agreement with the people of the United States not to push down too hard on a free flow of information and opinion in war for fear there will be internal combustion.

One cardinal fact learned by our Founding Fathers in their experience with the British Crown is that you can't fool all of the people all of the time, so don't run a Government that tries to do that too crudely or you'll have trouble.

The main principle of our modern wartime censorship, evolved from our experiences in the Civil War and World War I, would SEEM to be that the press must not print unauthorized information about ship and troop movements, the installations of military equipment, or the detailed nature of military equipment—for such information would obviously be valuable to the enemy and would endanger our military success.

Judgment on what to disclose in such cases has to rest with the technicians—the Army and Navy.

Unfortunately, there are countless exceptions to that SEEMING rule.

Scientific news, weather reports and even some business contracts, also have valuable military character and must be withheld from the enemy.

The movements of the President, too, are of critical military information and every newspaper realizes that.

* * *

But the Government isn't stopping there, unfortunately. The shadowland of censorship is growing longer and broader. Certain "principles" and "precedents" are being designed and discussed which are repugnant. More about these later.

In the meantime, as the newspapermen in matching their stories yesterday came to realize, public officials are catching all kinds of free rides on the censorship train by not directly ordering something be kept secret, but by "requesting" so, officially.

About the farthest south from fair dealing was the story of the Cabinet officer—he's not in the War or Navy Departments and has nothing to do with fighting—who sent around a request recently that nothing be said about his departure on a two weeks' vacation.

* * *

Now it isn't that his taking a vacation is news. Nothing less than his resignation would be REAL news from that one.

It is that he, a mere civilian, has become so puffed up with importance that he thinks his

going on vacation is a hot military secret and therefore his departure, whereabouts, etc., must be shushed for fear the Japs will look him up.

It would have done that particular gentleman of superheated self-importance a lot of good to have been under the table at lunch. He and his kind are just making difficulty for the censor and for the censored.

The censor will be plagued to death for rulings on such "requests," for the newspapers are going to refuse the "requests" official weight after they become a sufficient nuisance and will demand legal rulings.

And then the news desks of America will all be supplemented by a new staff of lawyers to keep track of the precedents and verdicts that decide whose vacations are true military secrets and whose are just luck for the taxpayers.

THE JUDGE MUST BE A DRIVER HIMSELF

• Motorists everywhere plagued with dawdling drivers will read with joy of the four-mile-an-hour driver in Hammond, Indiana, tossed into the jug. The police took him in as intoxicated. He was indignant, said he was merely cautious. But the Judge said nobody sober could be that cautious and sent him to the calaboose. Oh, wise and honorable Judge! A Daniel come to judgment! If we could just borrow him from Hammond for a while and turn him loose on road hogs!

—San Francisco Chronicle

WHY THE SOUTH IS WARLIKE

• When Miss Dorothy Thompson was in Atlanta for her lecture, she spoke of the fact the south possesses an interventionist spirit, and of the efforts of certain experts to explain it.

One America-Firster explained it by saying the south was poor and illiterate.

Another explained it by saying the south was predominantly Anglo-Saxon and therefore pro-English and nonpacific in nature.

Miss Thompson preferred to explain it by saying the south was the only section of the United States which knew what it meant to lose a war and was the only section which knew what it was like to have the war fought on its soil.

Therefore, the south, said Miss Thompson, very properly wanted what fighting there is to be done, to be fought on some other shores and not on the shores of the United States.

—Ralph McGill, in the Atlanta Constitution

WHY FARM PRICES SHOULD GO UP

By Ralph W. Page

From his column in the Philadelphia Evening Bulletin

• There is one man in the United States who has taken a two-year course in practical economics as distinguished from economic theory. This is Senator O'Mahoney, of Wyoming.

He's had to sit as chairman of the Temporary Economic Committee of Congress while the participants in our manifold businesses paraded their actual performances before him. And each and every one in turn was subjected to the criticism of his rivals and the heckling of legal or ethical objectors.

The Senator took this punishing education seriously, with the result that he is one of the few men in the world who really knows the curious picture of our civilization that is contained in the library of records assembled in these explorations.

So when the Senator tackles this touchy subject of price control, he speaks as one having knowledge and authority. He has to be listened to. He is buttressed and surrounded with facts.

* * *

What he insisted upon was that no ceiling be placed upon the price of farm produce in the hands of the grower until its comparative value has reached the point where the farmer can exchange it for at least 20 per cent more manufactured articles than he could get for the same produce during the period 1909-1914.

The question naturally arises—If the pressing necessity is to protect the consumer and the chap with a fixed income from ruinous advancing prices, why shouldn't all prices be frozen where they are now? Why is it either fair or advisable to favor the farmer?

The Senator's reasoning is something like this: It is not too much to say that our civilization was being wrecked by the impoverishment of both farmers and farm land. The cause of this poverty was the unequal struggle for income between farms operating in a free economy of strict competition and factories operating with a national tariff subsidy and also a power and practice of combining to fix output and prices.

* * *

This inequality simply had to be remedied if our natural

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resources and our sturdy population were to survive. The only remedies we have discovered are legislative policies designed to create and maintain an equitable ratio between the value of farm and factory products.

The necessity for maintaining this ratio and with it the stamina of the rural population, is even more imperative for war than for peacetimes.

Furthermore, it is doubtful if agricultural prices can or will reach dangerous figures in any case. The system of unlimited competition still operates to create the same old flood of farm produce, war or no war.

And meanwhile the tendency of manufactured articles to increase in value in relation to crops is enhanced by the natural scarcity of materials and the artificial scarcity of gadgets due to the diversion of factories to the making of munitions.

* * *

The assumption is that the pressure towards inflation is mainly industrial. Both wages and agricultural prices are securely hitched to industrial prices. They are not geared to rise of their own initiative. They belatedly make a conscious effort to keep up with previous boosts by manufactures. So the formula is no control of wages, a light rein on farm prices, and a full curb on the lead horse.

THE BOY NEXT DOOR

By Paul T. Gilbert

From "On the Sun Beam" in the Chicago Sun

• He came from Kansas City and his folks moved in next door. In Kansas City he had known the most remarkable people and had seen the most extraordinary goings-on. There was nothing that had happened anywhere that hadn't happened first in Kansas City.

There was this matter of the boy, for example—Basil was his name—who wanted to get out of being a carrot in a garden pageant. He thought carrots were silly. So he made a cucumber pie and ate it. The cucumber pie made him forget everything that had happened up to then, so that tomorrow was like yesterday, and the day after tomorrow like the day before yesterday.

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* * *

What really happened, though, was that he began to grow backward. He didn't notice it at first, but his baby brother, who had crept under the table and eaten a crumb of the pie, started to uncut his teeth, and then Basil got scared. The only way he could stop ungrowing and keep his little baby brother from blinking out like a soap bubble was to eat carrots and feed them—all chopped up, of course—to the baby. And then the baby had to cut his teeth all over again.

It was usually when we were sitting under the willows on the edge of the millpond, dabbling our toes in the water, that the boy next door would tell about the things that had happened in Kansas City.

One day, for example, there was a thunder storm, but after a while the sun came out, and Basil's baby brother, Enoch, was put out in his playpen with his kindergarten beads and his squeaky cow.

* * *

Suddenly an eagle flew down from the sky and began looking around for worms. The eagle had a bunch of long tin tubes, something like pea-shooters, and he left them leaning up against the playpen while he went to scratch for worms.

For a little while nothing happened. Then, out of a clear sky, came a flash of lightning and a clap of thunder, and Baby Enoch began wailing at the top of his lungs. His nursemaid came running out to see what was the matter.

Well, do you know what? Those pea-shooters of the eagle's were his thunderbolts. Enoch had got hold of them and was rattling them. He was making thunder. He was too scared, of course, to drop them, and his nursemaid was also scared. The louder Enoch howled, the harder he shook the thunderbolts; and the more noise they made, the louder Enoch howled.

* * *

Then it began to rain like everything. Enoch's nursemaid picked him up, thunderbolts and all, and carried him into the house, but there the thunderbolts made more of a racket than ever. Balls of fire went spluttering down the street. A bolt of lightning struck the Methodist Church steeple. Folks said there hadn't been a thunder storm like that for 50 years.

The boy next door showed me one of the thunderbolts that the eagle had dropped. It looked like any ordinary pea-shooter. I shook it gingerly, but nothing happened. That was because, as he explained, the electricity had gone out of it.

BASKETBALL: HOME-GROWN GAME

By Shirley Povich

From "This Morning" in the Washington Post

• Basketball has come a long way since that November afternoon in 1891 when Dr. James Naismith rigged up those peach baskets in a Springfield, Mass., gymnasium and toyed with the idea that he was inventing a new game. He was completely correct. This year basketball is celebrating its Golden Jubilee as the game that draws more spectators than any other American sport.

Basketball is probably America's only game of strictly United States manufacture. Football was adapted from the English rugby, and baseball has some suspicious features of the cricket that was being played by the British years before. Horse racing, prize fighting, ice skating, tennis and golf are all imports from the old world. But basketball is the product of an American mind.

In its Golden Jubilee year, basketball is honoring the man who gave the game to the Nation and the Naismith Memorial committee now proudly announces that the Aztec High School, of Aztec, N. M., has joined the campaign. Aztec High School and its basketball team may not set the world on fire, but its enlightenment in the campaign is important to the committee which now can count all of the 48 States active in the drive for funds to build a Temple of Basketball in honor of Dr. Naismith. Like 1100 other high schools, colleges, professional and amateur club teams, Aztec high will contribute the receipts of one of its games to the fund.

Naismith's Rules Endured

The basketball gym is the night club of thousands of the smaller communities when winter arrives and the people are driven indoors. That little hall in the church basement, or the high school assembly room, or the community house is easily converted and there, perhaps, you have the reason for the spread of the game. Born in Massachusetts, the game was bred in Indiana, given finesse in Kansas, streamlined in California, and now packs Madison Square Garden.

The good Dr. Naismith was a football playing student at Springfield Y.M.C.A. College under Alonzo Stagg when, at the end of the 1891 season, the

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school's physical education department was struck by the lack of recreational sports for the winter season. Students were asked to submit suggestions for new games, and young Naismith accepted the challenge. He drew up a set of rules for a game to be played with a round ball on the gymnasium floor and asked that it be given a trial.

It was a rough draft of the game we now know as basketball. The first ball used was a soccer ball, and nine players were allotted to each side. The idea was to toss the ball into the goals, thus the peach baskets. The tossing of the ball into the basket was to constitute a goal. Players could not run with the ball, and shouldering, holding, pushing or tripping was labeled a foul. Naismith was prescribing wisely. Most of his rules have endured.

The Y.M.C.A. birthplace of basketball, must be given credit for taking it around the world. In smaller towns, the Y.M.C.A. owned the only gymnasium, and in the game's formative years it had rough sailing even in the Y.M.C.A.'s where certain instructors frowned on "the value of a game that would allow only ten players on a gymnasium floor that could otherwise accommodate 50 or 60." One faction held out strongly for mass recreation instead of the more highly-competitive game of basketball, but the game's popularity with the players and spectators won out.

Celtics Labeled Greatest Team

Even Dr. Naismith and his enthusiastic followers of basketball could not keep pace, however, with the game's spread; at least in one phase. Not until 1905, 14 years after the birth of the game, did the bright minds of the Y.M.C.A. discover that it would be a simple matter to cut the bottom out of the netting of the baskets and allow the ball to return to the floor following a goal. Until that time, balls were released from the basket by the pulling of a cord that dangled from the goal, turning the netting inside out.

The game's official souvenir magazine of the Golden Jubilee Year permits Maurice Rosenwald to call the Original Celtics the greatest team that was ever on a floor. "The Celtics could spot any team in the country 10 points and beat them," writes Rosenwald. "They would play in Cleveland on a Friday night, in Brooklyn on a Saturday night, in Philadelphia on a Sunday afternoon and in Madison Square Garden on Sunday night, and they won 741 games, losing only 70 in the space of seven years. At one point they

had a winning streak of 93 games."

That was the Celtic team which contained Johnny Beckman, Joe Lapchick, Dave Banks, Dutch Dehnert, Pete Barry, Joe Holman and Horse Haggerty. They played in dance halls, in renovated barns and in the finest auditoriums, and when their competition was not too good, they played with one hand strapped to their sides, beneath the belts of their trunks, and still won. They gave the pivot play to basketball, and probably had more to do with popularizing better basketball up and down and across the Nation than any team ever assembled.

HARMLESS—NOT GROUND GLASS

By Charles Fisher

From "So What" in the Philadelphia Record

• We have been puzzling a good deal lately over the little stories, incident to the war, about people here and there who keep finding ground glass in canned goods. Only it never turns out to be ground glass. It is always something harmless like undissolved sugar, a commonplace end to thrilling alarums about mass poisoning.

The people who check up on the reports, it develops, are from the Federal Food and Drug Administration and they keep on investigating all complaints cheerfully, although they haven't found anything wrong yet. You never know what might turn up, they point out, and there isn't any use taking chances. Analyzing suspicious specks is getting to be sort of an industry with them anyway. They've got so they do it right in clients' kitchens.

Holler for G-Men

Canned shrimp and crab meat seem to be the things which excite most people. That's probably because most canned shrimp and crab used to come from Japan. (It doesn't any more, of course.) At any rate, a lady who finds white particles in the makings of a salad is likely to holler for the G-men, and very reasonably, too.

She doesn't get a G-man, but somebody from the local food and drug headquarters. The F. & D. Administration is one of the quieter Government

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agencies. It has been going along for years trying to see that the populace doesn't get more than the legal and accustomed amount of lethal matter in its diet. There are offices all over the country. Locally, Chief Inspector Robert C. Stanfill used to have 10 inspectors and 10 chemists, but the Army (he explains sadly) took two of each. The ones who are left have been looking into so many cans of sea food lately that three of them are reported to be on the verge of leaving their wives for serving crab meat Newburg of a Friday night.

It's Only Struvite

The white snivveys in shrimp and crab cans usually turn out to be struvite, Mr. Stanfill informed us. We said that sounded terrible and he said it wasn't at all, that struvite is simply magnesium ammonium phosphate and did that make it clearer? Anyway, it is entirely harmless. It is formed by chemical reaction in the cans. The way you identify it is to put the crystals in warm vinegar or muriatic acid, which dissolve struvite, but not ground glass.

Canned tomatoes have white specks too, sometimes, but that always has turned out to be plain sand. And once, a few days ago, a woman called up in some agitation because she had found fragments in a can of grapes. Mr. Oscar Wagner, an affable inspector who believes in giving the customers a little entertainment when possible, buzzed up with a test tube full of a dilute alkali solution.

He heated it over the woman's own gas stove, dropped in the suspect particles and sure enough they dissolved obediently. That meant the specks were tartrate crystals, formed out of the grapes themselves, harmless to man and beast. The lady was impressed.

Cheers Up Staff, Too

Mr. Stanfill rather approves of the kitchen laboratory method when it is possible to use it. That way, he said, people who are edgy in the first place don't feel that the Government is pulling something over on them.

In the past, a few have suspected that maybe the true report was being withheld from them for strategic reasons. We have a private idea that it cheers up the staff, too. Gives them a chance to flourish a little, like doing parlor tricks.

The whole office is very obliging about examining anything that worries you. You might feel a little silly if the specks turn out to be struvite or tartrate crystals. But Mr. Stanfill's attitude is that you'd feel a lot sillier if you dined on them and they really were ground glass.

ALL IN THE DAY'S WORK

By Bill Cunningham

From his column in the Boston Herald

• He never weaved through a broken field with the leather in his elbow while the tightly packed thousands shook a stadium with their cheers. Yet the thing he did, and the thing youngsters like him are doing every day at Pensacola, Fla., makes a sports writer rearrange certain well-worked portions of his vocabulary. Makes him a little self-conscious about using such terms as "raw, red courage," "steel, cold nerve," "split-second reflexes," "arctic coolness under fire" and similar standard cliches of ring and arena.

For all his bulky flying suit and the parachute strapped to him like a quadrangular Siamese twin, he is only a baby-faced kid with a neck like a celery stalk. He'd volunteered his life for his country, and it looked as if he was about to give it, and, before he'd ever heard a gun or seen a fight, he was suddenly face to face with death up there in the blue Florida sky.

The Navy's aerial fledgings, or goslings as they call themselves, do their first flying in land planes. This young man took off in one of those blunt-nosed, mustard-yellow training hornets from a far corner of the big, closely regulated field. He came roaring down the asphalted runway dead into the wind, but he didn't quite clear another plane that had just taxied in.

He clipped the top of the other plane, knocking off one of the wheels of his landing gear. It was dangling crazily beneath him now like a foot badly broken at the ankle. He had, of course, felt the shock of the slight collision, and looking over the side of the cockpit as his plane gained altitude, he saw the broken wheel and realized the predicament he was in.

He flew coolly along until he was in clear control of both himself and his plane, and then he turned back to the field and gave the signal of distress. This consists of zooming over the control tower. There's no radio in these planes and no way of speaking directly.

They caught this kid's signal in a flash, and immediately saw what was wrong. The field was instantly alerted, signals warning all other planes away were swiftly run up, the ambulance, wrecker and fire

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engine crews raced to position, and then the play was thrown back to the kid in the sky.

He kept cruising back and forth. That meant he elected to try to land, conscious, possibly, of the fact that he was currently responsible for an American investment of thousands of dollars. If he were going to jump, he'd naturally climb to a much higher altitude. With his intention clear, instructors quickly ran another plane out of line, and while one warmed it up, another wrote instructions on how to try to land on one wheel in big chalk letters on a blackboard possibly five feet square.

Entire Force Watches Him

This done, they took off and flew straight up to him, flying along beside him closely enough for him to read the instructions. He finally signalled that he had it, and they returned to earth and stood by for the probable disaster. Even knowing how, this is a ticklish job for an experienced pilot, and this was no experienced pilot up there near those clouds.

His mental hazard must have been as terrific as the physical one, too, for they'd told him to land in the middle of the field, well away from the hangars. They now moved the ambulance and the fire truck.

But, when he saw all was set below, he started banking to lose altitude and to gain the proper angle on the runway, and, finally, here he came. Practically the entire force at the field, officer, cadet and enlisted personnel, stood tensely watching now as he came lower and lower and finally roared in to roll dice with death or serious injury. Just before he touched on that one wheel, he did whatever it is you do to tip a plane sharply, and he tipped it to the side that had the good wheel.

It struck squarely, bounced once and then ran along on that one wheel for perhaps 300 yards. Then the law of gravity caught it, the wing on the lame side dropped suddenly, its tip caught the asphalt and the plane swung in a sharp, short circle. But it didn't turn over and nothing really cracked up.

The kid calmly stepped out of the cockpit, unhurt. There hadn't been five dollars worth of damage done to the plane. The ambulance crew rushed him to the waiting doctors as the regulations require while the ground crew took charge of the plane. The lad checked in all right. So, practically, did the ship. The officers were professionally non-committal about the entire incident, their executive attitude being that

it was just one of those things. But their eyes told a different sort of story. They knew they'd found one kid who had what it takes in courage, quick intelligence and, maybe, luck, too.

They wanted no headlines about it. Neither did he. It was all apparently just in the day's work in a new sort of game young men play in these times. The rules are very simple. You can lose only once.

SIMPLE WORDS

By Allan M. Trout

From "Greetings" in the Louisville Courier-Journal

• Strange words from distant lands have forced me to wistful recollections of the simple words of my boyhood.

My father's name was Hiram Thomas. My mother was named Lucy Myrtle. Their first born was a son named Ira Lee, who died in infancy. My mother named me Allan Mitchell. Her next son she named Claude Ewing, and for the youngest she selected the pretty name of Mary Sue.

Our old mare was named Blaze. The saddle and buggy filly was named Beauty. Mat and Mandy were my father's span of heavy work mules. The old dog was named Dandy, and his successor we named Cricket.

Those were the first names I knew. For thirty-five years their beauty and simplicity were lost to me. But I have rediscovered them in the past two weeks. They rank high in my personal inventory of things worth dying for.

I admit reluctance in forcing my mind to envelop such words presently vital to me at El Abiar, Agebadia, Bir El Gobi, Soluch, Livny, Efremov, Bangkok, Bengasi and Kota Bharu. But the world of my boyhood in West Tennessee has extended to the steaming jungles of the Malay Peninsula, the frozen plains of Russia and the hot sands of North Africa.

It is my duty as an adult American citizen to understand these hard words. They are new to me, and harsh. I must force myself to the understanding that men like myself are born in pain, live in hope and die in despair at such places as Cirene, Gazala, Chiengrai, Kuautan, Yelets, Hongkong, Kuibyshev, Tikhvim, Legaspi and Elmechili.

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But I have found inspiration in turning again to the stout and simple words I knew in my boyhood. There is the strength of an oak in such double words as hay loft, sledge hammer, doodle bug, Almighty God, dog kennel, mail carrier, pole cat, ground slide, wild grapes, turnip greens, jimson weed, mud turtle, hame string, muley cow, pond water, hard times, turkey buzzard, horse doctor, mutton suet, mother hubbard, storm cellar and hound dog.

I now salute my compatriots at Davao, Laoag, Lingayen and Aparri with a new appreciation of the sturdy names of my boyhood neighbors. To the north of us lived Ben Holman and Tom Wyatt. To the south there lived Sam Edwards, Madison Hall and John Tackett.

There are stores, churches and schools, I know, in Sumatra and at Soerabja, but when I was a boy we traded, worshipped and went to school at such easily-spelled places as Cool Springs, Churchton, Poplar Grove, Yorkville, Mt. Carmel, Trimble, Dyer Station and Newbern.

All of these things I have known for many years. But they have taken on a new meaning to me since the Date of Infamy.

* * *

J. J. Johnson, one of my good neighbors in Frankfort, has handed me a prophecy about the end of the war. Mr. Johnson clipped it during the last World War, but it seems about as reasonable now as it was then. Thank you, sir.

Absolute knowledge I have none,
But my aunt's washerwoman's son
Heard a policeman on his beat
Say to a laborer on the street
That he had a letter just last week
Written in the finest Greek
From a Chinese coolie in Timbuctoo
Who said the Negroes in Cuba know
Of a colored man in a Texas town
Who got it straight from a circus clown
About somebody in Borneo
Who heard a man who claimed to know
Of a swell society female fake
Whose mother-in-law will undertake
To prove that her seventh husband's niece
Had stated in a printed piece
That she has a son who has a friend
Who knows when the war is going to end.

CUTTING EXPENSES—WHERE AND HOW?

By Harvey Ingham

From his column in the Des Moines Register

• *"U. S. spending for non-defense purposes can be curtailed $2,085 million without great difficulty in the opinion of Brookings Institution. The largest reductions were proposed in agriculture, public welfare, highways, flood control."*—Wall Street Journal.

* * *

Inasmuch as the Brookings Institution seems to center on the farm as the main spot where our big cuts should begin we may profitably turn to the Brookings Institution and discover with what authority it speaks, and what its influence is likely to be on our coming financial program.

Nelson's Encyclopedia reports:

"Brookings Institution, located in Washington, D. C., an institution incorporated in 1927 to render public service through research work and training in the Humanistic Sciences. Its primary purposes are to aid constructively in the development of sound national policies, and to offer training of a supergraduate character to students of the social sciences. The Institute awards research fellowships, gives courses for staff members and provides library facilities for visiting scholars. Since its founding it has published studies of tariff legislation, the St. Lawrence power project, changes in agriculture, international aspects of labor and the success of unemployment insurance abroad. A board of trustees which is self-perpetuating assumes responsibility for the policies and program of work."

The hint here is of an academic institution intended to influence postgraduate college thinking much more than to control or influence legislation. But just at this time even an academic institution is bound to attract attention when it estimates *"expenditures for non-defense activities at* $6,464,000,000 *this year, three times the amount spent in 1929."*

That we should be spending three times as much today as our non-defense activities as we were spending in the flush post war year of the World War period, and that that should mean spending more than six billion dollars this year is bound to take the average citizen by surprise.

It will not take the average citizen with so much surprise that we are going to be confronted with a very substantial reduction of our non-defense activities, even if this war should come to an end speedily as some hopefully predict, while if it proves to be a protracted war as many of the students of the situation believe it will, the reduction of our non-defense activities will make even the Brooking proposal of two billions rather incidental.

But where that reduction is to come is sure to be a matter of considerable debate, especially if the demands of the Brookings Institution should be seriously considered by Congress. The largest cuts proposed are:

"$625 Million and $615 Million respectively, in spending for Agricultural and Public Welfare purposes."

Grouping its figures the institution "calculated that over-all expenditures for agriculture this fiscal year will be $1,056,118,000, and for public welfare (W.P.A., N.Y.A. and other more or less related activities) $1,858,000,000."

Of course there are other cuts to be made in our non-defense expenses for it is proposed to cut off more than two billions in national revenue and what is proposed for agriculture and public welfare runs up to something over one billion. Fully half or more than half of all that is to be cut off is from what the government is doing for agriculture and for public welfare.

Supporting its program the Brookings Institution says:

"The nation may proceed without concern over the mounting public indebtedness, on the theory that the enormous increase in the public debt is of no real significance; or it may resolutely strive to limit the growth of the debt in order to preserve the national credit and justify the faith of all who are asked to participate in financing the war program. So far the government has not really come to grips with the situation. Yet, if the will to do so exists, the proposed $2 billion curtailment can be made without great difficulty."

* * *

Nearly two hundred years ago Adam Smith in his Wealth of Nations while recognizing that war costs ought to be met much more nearly as the wars are fought, admitted that this would probably never happen, because if the people had to pay for the wars while they were being fought they would too soon be disgusted with the wars.

What would happen with us if the Brookings Institution proposal should be accepted

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by the government, and some six hundred millions of money now going to agriculture should be cut off, nobody can confidently predict, but it is easy to see that such a proposal will not be accepted out of hand. And what is true of the proposal for agriculture is nearly as true for the public services that are to lose another six hundred millions.

Nobody questions that there is going to be a big letting down this coming year, and probably for a considerable number of years. But there are many who are going to question putting agriculture first when the letting down is started. And there are many who will question putting our public services next.

It is well to remember that all wars have made countless new millionaires and they have not been farmers nor public service men.

• . . . There is a story of General Washington which will explain my meaning. The general, riding along with his staff, met a Negro who politely bowed to him. The general bowed in return. "General, why do you bow to a Negro?" asked one of the little-minded members of his staff. "To let him know I am as well bred as he," said the general.

—Helen Cody Baker

• Tit for Tat: A scenario writer, driving East, stopped at a jerkwater town and asked at the general store for a movie magazine. "Don't carry 'em; people here never read 'em," sniffed the proprietor. "If you don't read 'em," asked the scenarist, "then you don't know what's going on in Hollywood?" "Well," came back the storekeeper, "the folks in Hollywood ain't any better off. They don't know what's goin' on here."

—Neal O'Hara

• Hugh Fenwick of the Vultee Aircraft Company in Downey, Calif., offers the following story:

Two beavers, roaming along a river, came upon Boulder Dam. They were amazed and curious. They swam side by side and looked at the dam. They had never seen anything like it before, these dam-builders of nature.

They studied it awhile, then sat on the bank and looked at it in awe.

Night fell, and they went home, where the older one exclaimed: "Well, I still don't see how they did it without tails."

—Dale Harrison

A department which will show why we have selected some of the columns that you will find in this issue and how, from month to month, we make up Column Review.

SUMMING UP

"The Commanding General, Hawaiian Department, the Commander in Chief of the Fleet and the Commandant Fourteenth Naval District, their senior subordinates, and their principal staff officers, considered the possibility of air raids.

"Without exception, they believed that the chances of such a raid while the Pacific Fleet was based upon Pearl Harbor were practically nil. The attack of Sunday, Dec. 7, 1941, was therefor a complete surprise to each of them."—Report of the Roberts Commission to investigate Japanese attack on Pearl Harbor.

* * *

• From time to time we have run columns on Justice Brandeis both because the columns in themselves were good and because it seemed to us that Justice Brandeis had a very firm grasp on one important fact—the fact that great size does not indicate great efficiency, but often just the reverse.

We have run columns defending Thurman Arnold from attack because he has fought against monopolistic practises whenever and wherever he has had a chance to strike out at them. An attack on monopoly—either the monopoly of a trade union or of a manufacturer's association—is after all a defense of the community as a whole because monopolies have two inherent faults: they over-emphasize the contribution their members make and they tend to perpetuate the power of the group in control by attracting to that group either like-minded men or yes-men.

It is only fair to both the Army and the Navy to say that in their fields at least, size is of paramount importance, but it is certainly obvious from the two paragraphs quoted from the Roberts Commission, that the commanding group at Oahu did not include even one dissenter.

We have all had to recast a good many of our ideas since Hitler marched into Poland, and it seems to us that one thing Americans will have to do again is find a way of assuring ourselves that dissenters will be heard not only in the Army and the Navy but in industry, the Congress and the trade unions.

The great disadvantage of democracy is that its method of operation is that of the debating society—but the report above shows just how important lack of debate can be. Certainly the method of the German army has always been autocratic. Presumably this is the Japanese method too. That, up to a point, it is

effective, is no reason for losing sight of the fact that our method has its good points too.

In quite another field the columns in this issue by Arthur Krock and Walter Reuther bring out the same difficulty. Some men feel that anything a labor leader suggests must be right—others, that it must be wrong. The Reuther plan apparently received plenty of attention from men who belonged to these groups—but not much effort was made to have it appraised by men whose principal interest would be whether or not it would work.

By reading Jay Franklin's column you can get a picture of what some labor leaders are leading us toward, and it is perhaps fair to say that opposition to such a plan, which obviously would be widespread among industrialists, might be and probably was turned against the strictly technical side of the Reuther plan.

In the course of the month we noticed a column in which it was stated that in 1910 the highest tenth of the population, divided according to income had 33.9 per cent of the national income—the lowest third of the population had 13.8 per cent of the income: in 1937 the highest tenth had 34.4 per cent, a slight gain for the rich—and the lowest third had only 8 per cent of the national income, a tremendous loss for the poor.

If this is true it would indicate either that trade union policies are not intended to aid the lowest third of the population or that, so far they have not been effective.

We are inclined to believe that trade unions like the army tend to have a policy and that policy tends to bring men to the top who either believe in it (the like-minded men) or men who are willing to act as though they believed in it for what they have to gain (the yes-men).

If our disaster at Pearl Harbor, as we believe, was partially due to our failure to develop and reward men who will at least consider another possibility, it may be related to our failure to reach the heights we have hoped to attain in production; particularly if the policies which both our organized labor and our organized manufacturers have been following for years, consciously or only partly consciously, are policies which have given advantage to one group or the other as a result of their bargaining position (the monopolistic practises which Thurman Arnold condemns), rather than as a result of their increased productivity, the one thing which would benefit both groups and the community.

Donald Nelson's slogan, "A year from now, what will we wish we had done today?", is clearly related both to the need for developing dissenters and giving them a chance to be heard in the field of production as well as military affairs and in reverse in the field which Walter Lippman discusses in his column on page 12.

If we do not stop to think of the future effects as well as the immediate results of our actions we well may set in motion forces which the logic of events will turn into entirely different channels than those to which we hoped that they would go.

Of course this Summing Up is an obvious plea for an attempt on all our parts to face the fact that many of our ideas as well as our way of living may be violently changed in the course of the war. Incidentally the first two paragraphs, it seems to us, should make us hesitate to condemn too heartily the two men who must bear the responsibility for their error of judgment because it is so obvious that their mistake was one that most of us might well have made.

THE LONG VIEWPOINT

• Why do we emphasize the college phase of training the soldier? Because we are entering into a form of imperialism without empire. The United States is going to have to police the world with Army and Navy, after this war. A large proportion of our young men are going to be on foreign duty with military and commercial and diplomatic missions of civilization and order and intercommunication of goods and ideas. It will take education for that—education in something besides close-order drill, military regulations and camp hygiene.

We will need thousands of non-commissioned officers who speak Spanish, Chinese, Japanese, German, French, Arabic and no telling what else besides. It is time that we began training our boys now to be the men of the world that our new imperialism will require.

Our imperialism will not add to our territory or to our pomp. We will be serving as a sort of ad interim posse for the purpose of keeping the peace until the world can have time to heal its wounds for at least a period—a period during which mere knowledge of rifle and machine-gun and dive-bomber technique will not be enough. It will take understanding. Old Solomon, you remember, recommended getting understanding. Behold a greater task than Solomon's is here. —*Lynn W. Landrum in the Dallas News*

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January 2nd
1942

Honorable Robert Patterson
Under-Secretary of War
New War Department Building
Washington, DC

Dear Mr. Patterson:

As per our conversttion, I am enclosing a memorandum on the tool and machine building program for the speedy conversion of the facilities of the automobile industry to war production.

We feel that if such a program is carried out, we can more than double the tooling capacity of our industry, and thus cut in half the time necessary for getting into production of needed war materials.

This program will be submitted to the labor-management conference being called by the Office of Production Management in Washington for Monday, January 5th.

I wish to assure you that we shall do everything in our power to achieve the maximum production of war materials in our industry.

Sincerely yours,

Walter P. Reuther

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enclosure #1

TOOLING PROGRAM FOR CONVERSION OF AUTO INDUSTRY TO WAR PRODUCTION.

* *

Submitted by Walter P. Reuther
January 1942.

Victory or defeat in the years ahead will depend upon the extent to which we are able to convert our existing productive facilities and organize war production on a coordinated industry-wide basis. This is especially true of the auto industry, which today stands blacked-out.

The auto and auto parts industry, with an eight million annual car production capacity, still remains the greatest source of war production. Yet at present, not more than 15% of the productive facilities of this industry are being used in the production of non-automotive war materials. To harness this tremendous unused productive capacity, war production must be organized on an industry-wide basis with industry-wide pooling of facilities. Only on this basis can the facilities of the large as well as of the small plants be drawn into the war effort.

The time for converting the industry to war production by retooling existing basic machinery can be cut in half if retooling is approached on an industry-wide basis, with pooling of all tooling facilities.

Recent surveys of tool-room facilities in the seventy-nine jobbing shops and thirty-five captive shops in the Detroit area showed that 4,624 machines were idle 53.7% of the week; of 776,832 machine hours available only 359,523 were being used. With industry-wide pooling of tank production equipment and with the maximum development of a coordinated tooling and machine building program, it would be possible to get into tank production so that within six months we could out-produce the Axis in this field.

2-tooling program

We feel that the proper organization of the over-all tooling facilities of the auto industry will make it possible to cut the time required for tooling for war production in one half or less. To do this we propose the following steps:

TOOLING PROGRAM

a) Release of engineering and designing personnel and of all skilled and semi-skilled workers in the industry for use in the defense tooling program.

b) Initiation of a comprehensive upgrading program to train skilled and semi-skilled production workers for work on defense tooling.

c) Establishment of industry-wide uniform wage scale by job classification in skilled trades and full protection of seniority in order to insure complete mobility of skilled labor.

d) Pooling of tooling facilities of job shops and captive shops throughout the entire industry to insure maximum use of such equipment in the over-all tooling program.

e) Use of universal production machinery in the tooling program. (Production lathes, mills, grinders, etc.)

f) Placing of defense tooling program on three shifts per day - seven days per week work schedule in all shops.

g) The technical staff responsible for the tooling program shall call a joint conference of the top technical men from labor, and technical representatives of management from the tool and die job shops and the captive shops. Such conference shall discuss and make recommendations on ways and means of insuring maximum use of men and machines in the tooling program.

MACHINE BUILDING PROGRAM

It is understood that some special machinery must be built to meet certain production requirements. The proper organization of the machine-tool industry will make it possible to build the few special machines (which are but a small percentage of the overall production machinery needed) during the period needed for re-tooling existing machinery. To break the present bottle-neck in the over taxed tool-machine industry, the following steps shall be taken:

a) List of new machinery in process of being built or on order in the machine industry to be checked with plant by plant machine inventories in possession of Army and Navy. If it is found that the required number of certain machines necessary to meet defense production needs are standing idle or being used on non-defense production, such machines shall be placed in the war production pool and the machine industry shall be relieved of building such machines.

a) contd.

(A large percentage of the new machines now being built and on order duplicate existing machinery now idle in the auto industry. A check of auto plants machine inventories against orders for new machines will prove this. Relieve the machine industry of needless duplication and it can concentrate on building needed machines and meet delivery dates.)

b) Placing of tool-machine industry on three shifts per day, seven days per week work schedule.

c) Maximum use of machine building facilities in auto industry.

d) Upgrading of skilled and semi-skilled production workers to meet increased labor supply necessary for three shift-seven day operation.

e) Where special production machinery must be built to perform a specific machining operation, such machines should be stripped of all universal attachments and should be simplified as much as possible. This will speed up the completion of such machinery.

f) The technical staff responsible for the machine building program shall call a joint conference of the top technical men from labor and from the technical representatives of managements in the machine-tool industry to discuss and make recommendations for the maximum use of men and machines in the machine-tool industry.

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WAR DEPARTMENT

OFFICE OF THE UNDER SECRETARY

WASHINGTON, D. C.

January 5, 1942.

JAN 8 1942

Mr. Walter P. Reuther,
281 West Grand Boulevard,
Detroit,
Michigan.

Dear Mr. Reuther:

I have your letter of January 2nd with a memorandum of your suggested program. I will go over the program with the officers in the War Department who are most familiar with the problem.

I hope that you will visit some of the plants now at work on munitions. Lt. Colonel Ginsburgh will be glad to go along with you.

With appreciation of your patriotic offer, and in the belief that your services will be a valuable contribution, I am

Sincerely yours,

Robert P. Patterson
Under Secretary of War.

RPP:er

[c.1942]

LABOR AND WAR PRODUCTION

Submitted by Walter P. Reuther

The War Production Board has not as yet created any machinery by which Labor can make its contribution on the technical war production front. There lies within American labor a tremendous creative reservoir which Democracy must tap if it is to achieve maximum war production.

More than a year ago Labor urged conversion of the auto industry to war production. This conversion is now taking place. However, the proper over-all industry-wide pooling of facilities is not being carried out. Industry is approaching the task of war production on a narrow corporation basis, which is delaying tooling, making for much duplication, waste, increased costs and serious delay in getting needed production.

At present Chrysler, Ford and General Motors are planning on operating individual tank producing units. We have pointed out that if the tank producing facilities of Chrysler, Ford and General Motors, along with the balance of the industry, were pooled with centralized assembly plants, tank production could be increased considerably above the figures now contemplated on the basis of operating individual tank production units.

A glaring example of this lack of industry-wide planning is seen in the case of the tank engines that are to power the M4 tanks. Chrysler is powering its present M3 tanks with a Wright aircraft trainer engine built by Continental Motor. Due to the need for these trainer engines by the Army Air Corps and the Navy, Chrysler is now tooling up to tie together five automobile engines to power the M4 tank when they get

into production. General Motors has devloped a Diesel engine for its M4 tanks, and is now tooling up and expanding its facilities to produce such engines, two of which will be used to power its M4 tanks.

Ford has developed a single tank engine with which to power its M4 tanks. Here we have a case where M4 tanks are being produced with three different engines. From a military and operating basis, the problem of maintenance is made extremely difficult,due to the need of three sets of replacement parts, difficulty in training skilled maintenance personnel, need of different type of fuel and the many other problems related to lack of standardization.

With proper over-all planning this lack of standardization would never have been thought of, let alone tolerated. The Ford engine should be used in all of the tanks because it has the greatest reserve horse-power (one engine powering the tank), simple design similar to auto engine making repairs easier and more accessible, and uses same fuel as trucks and other mechanized ground units (Diesel engines need special fuel.)

Not only is the Ford tank engine the means of achieving standardization with all of its military advantages, but it is also possible to get the Ford engine into production with a minimum amount of tooling. To verify my point of view, I discussed this matter with Mr. Edsel Ford, President and Messrs. Rausch and Schelldrich, Production Chief and Chief Engineer respectively of the Ford Motor Company. All three of these men told me that they could use ninety percent of the tools as now set up in the Lincoln plant, and that they could get into production within a relatively short time, with sufficient tank engine production to supply their own tank engine needs as well as the needs of Chrysler and General Motors,

and at the same time meet the need for complete motor replacements.

If tank production had been planned on an industry wide basis, the ten percent new tooling needed to put the Lincoln plant in shape would have met the over-all tank engine production problem, and the tremendous amount of engineering, new tooling and machinery being used by General Motors and Chrysler could have been used in the production of other needed war materials.

An analysis of the various tank engines as to horse power, weight of motor, amount of aluminum per motor, type of fuel, type of ignition, cost per motor, maximum daily production, accessibility for needed motor adjustments, hull construction necessary to install radiators for cooling and other such data will graphically reveal the superiority of the Ford engine over the others.

In order to expedite the achievement of mass production of needed war materials, there must be a recognition of new spheres of authority and responsibility between the military experts and the production experts. Full authority and final decisions on matters of size, type, design and performance specifications under actual combat conditions should rest in the hands of military experts most familiar with military science. However, once the military experts have decided what they want, the quantity needed and the performance specifications, then the job of production should be in the hands of the production experts. Production men should say to the military experts, "Tell us what you want, how many and what performance you must have, and then let us do the work. Let us handle the production end without interference and we shall do our jobs."

This is not a reflection upon the military experts. It is but a simple recognition of two highly specialized fields of operation. Until this new relationship is recognized, there will be a continuation of needless, costly and time consuming production standards which cannot be justified from either a safety or performance standpoint.

A classical example of the refusal to adopt advance production techniques, and the insistance upon adherance to false and costly production standards is the case of gear grinding versus gear shaving.

After going through the Pratt Whitney Hartford plant approximately one year ago, I was told that gear grinding constituted one of the most serious bottlenecks in aircraft motor production. Upon asking why many of the gears could not be shaved instead of being ground, I was informed that they had to be ground. Upon asking why this must be, I was told that they had always been ground.

Several months later I checked my position on this point with officials of the Ford Motor Company, who supported my contention. Accordingly, I arranged a meeting with the officials of the Ford Motor Company and with Mr. Robert Lovett to discuss this matter. It was pointed out that the auto industry had sufficient gear shaving machines, but had no gear grinding facilities, and that a gear grinding machine cost $14,000.00 and would require months to get delivery. We contended that in most cases shaved gears were just as satisfactory as ground gears, and that a gear requiring thirty minutes to grind could be shaved in one-and-one-half minutes. After months of delay, a set of shaved gears were tested in a Pratt Whitney engine, and I am told by high officials of the Ford Motor Company that the shaved gear proved more satisfactory under test than the ground gear.

Shaved gears have now been accepted by the very people who insisted that they must be ground. However, this was done only after months of delay and endless red tape and argument.

This blocking of the introduction of advance production techniques and the adherance to false and costly standards can be multiplied many times.

In the production of 75mm tank guns and other guns in this class the present methods being employed are either tool room methods or antiquated production methods. To expedite this type of gun production, advanced ~~xxpexxof~~ production techniques must be introduced. Based upon a brief study made in an Eastern Ordnance plant recently, it is felt that the following proposals would expedite and increase production considerably:

-

1. The present method of honing the 75mm gun tube requires from two to three hours per tube, with the possibility of the hone "floating" which would result in the tube being spoiled.

   This operation could be performed by the use of a burnishing broach resulting in a precise dimension being held and the bore of the tube being maintained absolutely straight. This operation could be performed in approximately five minutes.

2. The breach block ~~XXXXXX~~ opening through the housing is now being slotted and file finished to model. This method requires the highest type of skilled mechanics and many hours of tedious work, as all dimensions must be held to very close limits.

   Better results could be obtained rough slotting to within 1/16th of size and finished broached to size. (No filing necessary.) Such broaching operation would eliminate 90% of the close machine and hand work, and could be done in approximately ten minutes. This method would also eliminate much of the present scrap.

3. One of the machine shortages in the gun arsenal is the long bed lathe used in boring the tube.

   It is believed that regular eight to ten or twelve foot engine lathes can be adapted to do this job by constructing a separate tail-stock unit for mounting and driving the boring bar in line with the lathe proper.

4. Much machining and time could be saved if the tubes for these guns were cast instead of forged.

From Edward Levinson
281 West Grand Blvd., Detroit, Mich.

WHAT HAPPENED TO THE REUTHER PLAN?

(Outline of Proposed Article)

Ten months ago Walter P. Reuther, dynamic young executive of the United Automobile Workers, CIO, proposed a plan whereby 500 war planes a day could be turned out by pooling the tooling facilities of the auto industry and adapting existing automobile industry machinery. The proposal was front paged, stirred much comment and great hopes. FDR spoke well of Reuther's intentions. He referred it to Knudsen for study and report. Knudsen has never reported on the plan.

Today the vital principles of Reuther's plan, pooling of the tool making facilities and the adaptation of existing auto industry machinery (rather than the construction of new plants and equipment) are to be incorporated in the huge new "victory" defense production program. (See page 1, New York Times, Oct. 25, 1941.) Testifying before the Tolan Committee, Donald M. Nelson, executive director of the Supply, Priorities and Allocations board said: "A great deal of the present machinery can be converted to making defense materials.....When we see the size of the new program, our ideas will completely change as to what we can do with present machines rather than buying new tools." (N.Y. Times, Oct. 29, 1941).

Allan Taub, OPM technical consultant, testified before the Tolan Committee on Oct. 28th. The N. Y. Times headlines, on the following day, said: "SAYS AUTO PLANTS HELD UP CHANGES -- TAUB OF OPM, WHO ASSISTED BRITISH RETOOLING, FOUND PROFITS FIRST." Taub stated that whereas 10 months ago

(when the Reuther plan was proposed) the auto industry insisted that only 15 per cent of its facilities were available for defense production, "today, with curtailment on the premises, it is freely admitted that 50 per cent can be used for defense, with a possibility in some areas of 70 per cent."

Reuther's ideas are now being accepted. Soon they will be put into practice. However, ten critical months have been lost: and more than 215,000 auto workers are now jobless or face loss of employment by January.

What happened to the Reuther plan? Why its tardy recognition, at such great cost? Here is the story:

Prominent FDR advisors got together in Washington last January. They heard Reuther explain his plan and answer all questions satisfactorily. They decided the President must hear of it without delay. (Their names can be used: Carmody, Corcoran, Laughlin Curry, McNutt, Ed McGrady, Jerome Frank, etc.) McGrady was pessimistic of its adoption. He said "Nobody will pay any attention to a little punk of a labor leader." Reuther saw Morgenthau. He grasped essentials of the plan and its great implications. He would get FDR to read it at once. He added: "It has only one defect: it was proposed by labor."

The plan was placed on FDR's desk by Philip Murray, backed up by an endorsement by Morgenthau and the others. FDR said it might be helpful and sent it over to Knudsen. Knudsen was busy. Hillman was ill. There were weeks of delay.

Finally Reuther, R. J. Thomas (and I) met with Knudsen at OPM. They argued back and forth, Knudsen insisting that only a small percentage of auto industry machinery was adaptable for plane production. Reuther proposed: "We'll go through an auto plant

with you, go over the machines one by one, and show you." Knudsen said he did not think he could get Reuther into an auto plant! "I don't have that much power," Knudsen insisted!

Finally Knudsen said he would give Reuther a set of blue prints for an aircraft motor. Reuther was to "break down" the job and show how it could be done in an auto plant. Reuther agreed. Weeks passed. Came word from Knudsen that he could not let the blue prints out of his office. Reuther would have to come and work on them at OPM at some future date. Reuther agreed. To this date he has not been told the blue prints are ready for his inspection. Subsequently, Knudsen told a press conference - and he is so quoted in an official OPM publication - that Reuther had promised to bring him a set of motor blue prints!

Meanwhile attempts to scuttle the Reuther plan were being made in other ways. The Associated Press carried an inspired story quoting an unnamed OPM authority rejecting the plan as unsound. The automobile corporations officially remained silent, refusing to criticise the plan except through inspired trade and daily press stories (a file of which I have). The aircraft industry carried on a back-stage knifing campaign until a speech by Reuther before the Washington Press Club forced Col. ~~Macauley~~ Jouett, head of the Aeronautical Chamber of Commerce, to reply in his own name. His "objections" were ridiculous and can be so demonstrated simply and effectively.

Meanwhile, heavy guns of the vested interests let loose their barrage on the Reuther plan. The Saturday Evening Post carried an article signed by Kettering, which caustically went after the idea that the automobile industry could make planes, parts. For the first time the automobile industry, mechanical wonder of the age,

said "it can't be done." Life Magazine carried pages of beautiful photos of airplane motors. The theme was: "These motors can't be turned out like tin cans." Town Hall of the Air invited Reuther to explain his plan over a national network. He accepted, but the broadcast had to be cancelled when Town Hall could not prevail on any automobile or aircraft manufacturers' spokesman to enter the discussion.

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These facts, given barely here, have great implications: The insistence of the auto industry on business as usual despite the great emergency; the failure of labor to get an adequate hearing for its program; the role of OPM and Knudsen; effect on labor morale of being shunted aside.

The Reuther plan is only the most-far reaching of a series of labor proposals to speed up national defense production. Greater recognition of labor's ability to make contributions to defense will mean corresponding acceptance by labor of more responsibility for production and will, more than ever, made the war on Hitler labor's war also.

Pursuit planes not needed

Too many men here;

Too much plant space needed.

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Burk-
Paul J"
11 A.M.

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Alex Taub

GM sent him to Vauxhall to design engines, after he had been ten years making Chevvy engines. Employed by Vauxhall he was lent to British Mechanization Board as a consultant on egines and carburation....in chge of engine dvelopment at Vaux (army truvks and tanks)... Built and developed the Churchil Tank Engine... he was then lent to the British Air Ministry and was sent to US by Beaver to get the Napier Sabe engine built in US (that is best Briyish plane engine).....

To US in Feb 1941 With British Air Com until August, 1941, whe he was laoned to Wayne Coy and OEM...lent by OEM to Automotives barnch of OPM..... Then on direct loaj fvom Vauxhall to OPM.....Then transferred to Hillman's staff as a technical consultant.. tried to work as liaosn man between Odlum and Hillman on conversion.... assisgned to Odlum, given a room, didnT stay a day.... Odlum would give him no authoriyy (although it had been promised)..... He wanted authority to convert by production engineeing, pooling and sibsitution (wanted a staff).... was interested in wkg with small mftrs. Felt auto indus y knew all about conversion and ciuld do it if it wanted to.....

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The time for converting the industry to war production by retooling existing basic machinery can be cut in half if retooling is approached on an industry-wide basis, with pooling of all tooling facilities.

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It is understood that some special machinery must be built to meet certain production requirements. The proper organization of the machine-tool industry will make it possible to build the few special machines, which are but a small percentage of the overall production machinery needed, during the period needed for re-tooling existing machinery. To break the present bottle-neck in the over-taxed tool-machine industry, the following steps shall be taken:

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DIVISION OF AUTHORITY AND RESPONSIBILITY BETWEEN MILITARY AND PRODUCTION EXPERTS.

In order to expedite the achievement of mass production of needed war materials, there must be a recognition of new spheres of authority and responsibility between the Military experts and the Production experts. Full authority and final decisions of matters of size, type, design and performance specifications under actual combat conditions should rest in the hands of Military experts most familiar with military science. However, once the Military experts have decided what they want, the quantity needed and the performance specifications of same, then the job of production should be in the hands of the Production experts. Production men should say to the Military experts, "Tell us what you want, how many and what performance you must have, and then let us do the work. Let us handle the production without interference and we shall do our jobs."

This is not a reflection upon the Military experts. It is but a simple recognition of two highly specialized fields of operation. Until this new relationship is recognized, there will be a continuation of needless, costly and time-consuming production standards which cannot be justified from either a safety or performance standpoint.

INVENTORY AND CATALOGING OF CRITICAL MACHINES

A complete inventory of critical machine facilities in the auto industry must be cataloged by type, size and condition of machine, so as to expedite industry-wide production planning.

January 20th
1 9 4 2

AIRMAIL SPECIAL DELIVERY
Donald M. Nelson, Director
War Production Board
New Social Security Building
Washington, DC

Dear Sir:

In accordance with our conversation, I am enclosing a memorandum on the tool and machine building program for the speedy conversion of the facilities of the automobile industry to war production.

We feel that if such a program is carried out, we can more than double the tooling capacity of our industry, and thus cut in half the time necessary for getting into production of needed war materials.

Rest assured that we shall do everything in our power to achieve the maximum production of war materials in our industry.

Sincerely yours,

Walter P. Reuther

wpr.mw
uopwa
cio
enclosure #3

TOOLING PROGRAM FOR CONVERSION OF AUTO INDUSTRY * * * TO WAR PRODUCTION. * * *

Submitted by Walter P. Reuther
January 1942.

Victory or defeat in the years ahead will depend upon the extent to which we are able to convert our existing productive facilities and organize war production on a coordinated industry-wide basis. This is especially true of the auto industry, which today stands blacked-out.

The auto and auto parts industry, with an eight million annual car production capacity, still remains the greatest source of war production. Yet at present, not more than 15% of the productive facilities of this industry are being used in the production of non-automotive war materials. To harness this tremendous unused productive capacity, war production must be organized on an industry-wide basis with industry-wide pooling of facilities. Only on this basis can the facilities of the large as well as of the small plants be drawn into the war effort.

The time for converting the industry to war production by retooling existing basic machinery can be cut in half if retooling is approached on an industry-wide basis, with pooling of all tooling facilities.

Recent surveys of tool-room facilities in the seventy-nine jobbing shops and thirty-five captive shops in the Detroit area showed that 4,624 machines were idle 53.7% of the week; of 776,832 machine hours available only 359,523 were being used. With industry-wide pooling of tank production equipment and with the maximum development of a coordinated tooling and machine building program, it would be possible to get into tank production so that within six months we could out-produce the Axis in this field.

We feel that the proper organization of the over-all tooling facilities of the auto industry will make it possible to cut the time required for tooling for war production in one-half or less. To do this we propose the following steps:

TOOLING PROGRAM

a) Release of engineering and designing personnel and of all skilled and semi-skilled workers in the industry for use in the defense tooling program.

b) Initiation of a comprehensive upgrading program to train skilled and semi-skilled production workers for work on defense tooling.

c) Establishment of industry-wide uniform wage scale by job classification in skilled trades and full protection of seniority in order to insure complete mobility of skilled labor.

d) Pooling of tooling facilities of job shops and captive shops throughout the entire industry to insure maximum use of such equipment in the over-all tooling program.

e) Use of universal production machinery in the tooling program. (Production lathes, mills, grinders, etc.)

f) Placing of defense tooling program on three shifts per day - seven days per week work schedule in all shops.

g) The technical staff responsible for the tooling program shall call a joint conference of the top technical men from labor, and technical representatives of management from the tool and die job shops and the captive shops, such conference shall discuss and make recommendations on ways and means of insuring maximum use of men and machines in the tooling program.

MACHINE BUILDING PROGRAM

It is understood that some special machinery must be built to meet certain production requirements. The proper organization of the machine-tool industry will make it possible to build the few special machines, which are but a small percentage of the overall production machinery needed, during the period needed for re-tooling existing machinery. To break the present bottle-neck in the over-taxed tool-machine industry, the following steps shall be taken:

a) List of new machinery in process of being built or on order in the machine industry to be checked with plant by plant machine inventories in possession of Army and Navy. If it is found that the required number of certain machines necessary to meet defense production are standing idle or being used on non-defense production, such machines shall be placed in the war production pool and the machine industry shall be relieved of building such machines.

3-tooling program-

a) contd. (A large percentage of the new machines now being built and on order duplicate existing machinery now idle in the auto industry. A check of auto plants machine inventories against orders for new machines will prove this. Relieve the machine industry of needless duplication and it can concentrate on building needed machines and meet delivery dates.)

b) Placing of tool-machine industry on three shifts per day - seven days per week work schedule.

c) Maximum use of machine building facilities in auto industry.

d) Upgrading of skilled and semi-skilled production workers to meet increased labor supply necessary for three shift-seven day operation.

e) Where special production machinery must be built to perform a specific machining operation, such machines should be stripped of all universal attachments and should be simplified as much as possible. This will speed up the completion of such machinery.

f) The technical staff responsible for the machine building program shall call a joint conference of the top technical men from labor and from the technical representatives of managements in the machine-tool industry to discuss and make recommendations for the maximum use of men and machines in the machine-tool industry.

CLEARING HOUSE OF INDUSTRIAL RESEARCH AND IMPROVED PRODUCTION TECHNIQUES.

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INVENTORY AND CATALOGING OF CRITICAL MACHINES

A complete inventory of critical machine facilities in the auto industry must be cataloged by type, size and condition of machine, so as to expedite industry-wide production planning.



In a debate on the merits of the closed shop, two union spokesmen and two employers here present their opposing views.

Introduction

By Herman Feldman,

Dean School of Business and Civic Administration, City College

FOREMOST among the labor questions of the day and most difficult for government agencies to adjust is the much contested demand for the closed shop. It is no secret that many cases of acquiescence in decisions on the matter by one side or the other have, beneath the surface, been mere patriotic concessions to the needs of war production. Is this condition sowing the seeds of bitter post-war struggles? What are the present major differences between labor and capital on this tensely debated issue?

To bring the discussion into sharper focus, identical questions concerning this disputed labor policy were submitted to two outstanding labor leaders and two prominent and outspoken opponents of the closed shop. Their statements, here presented, bring out with admirable clarity the contrasting attitudes of the two groups.

AT first reading the labor leaders and the industrial leaders seem miles apart in their attitudes on the closed shop question, and each side gives telling arguments to support its stand.

The two union leaders in the panel stress the obligation of all workers to share in the maintenance of the organization which obtained the improved conditions of the collective contract; they declare that such a contract cannot be fully enforced unless the power to discipline a recalcitrant minority can be invoked through closed-shop provisions; they assert that alleged abuses are incidental imperfections which can be eliminated by the adoption of certain common expedients.

The two employers express themselves vigorously against being a party to forcing an unwilling minority into the union; they characterize the demand for the closed shop as wrong in principle and an unfair basis for recruiting members; they say that unions no longer need the closed shop for their security or continued status; they assert that the power which the closed shop gives union leaders is bad for unionism, workers and public.

In two such irreconcilable positions the chief avenue of hope lies in the joint recognition by the two sides of the present necessity for every possible adjustment in point of view and in practice to win the war. There is thus the possibility that these wide differences in outlook of the union leaders and the industrialists may be narrowed by their common experience.

FOR the Closed Shop

By William Green,

President of the American Federation of Labor

THE union shop represents the full and final acceptance of a mature collective-bargaining relationship between workers and management. Union shop agreements do not deny competent workers opportunity to get a job. They merely require that the new worker join the union when he is employed or at some later date. The door is not closed to the qualified newcomer. Unions welcome new members and rightly insist that all workers who share in the benefits of improved labor standards, secured by the union, also share in the union's responsibilities.

The right to work is meaningless unless it is also the right to work at a fair wage. Job security, fair wages and decent living standards have been attained for workers by unions. If each worker did not assume his share of collective responsibility for these he would be asserting not his right to work but his right to starve.

The worker who spurns the union is like the man in a community who gets all the benefits of free schools, free police and free fire protection but who refuses to pay taxes, preferring that others shoulder the cost of his protection and welfare. Union workers should have the right to refuse to work alongside such "free riders."

The union shop is established through the majority rule of the workers in a bargaining unit—the majority rule through which we maintain democracy. The principle of the union shop has been firmly established by the courts, and the National Labor Relations Act provides a machinery through which employes can designate their representative by secret ballot. When the choice is made by the majority of the workers and a union assumes its responsibility of representation for the purpose of collective bargaining the vital job of industrial relations begins.

A union shop means a stable and workable relationship. It means lasting industrial peace. To the workers concerned such acceptance means ability to get down to the real job of union-management cooperation to improve production, instead of the constant strain and pull of an organization drive where the union becomes an instrument of defense against management rather than an instrument of cooperation with management. Only through complete acceptance of collective bargaining and through the voluntary maintenance of the union shop agreements



William Green.

AGAINST the Closed Shop

By Reuben Robertson,

Chairman Committee on Industrial Relations, National Association of Manufacturers

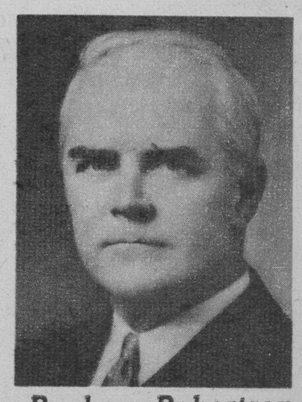
THE closed shop idea may be sugar-coated in the form of "union security," "maintenance of membership," etc., but it is still the same old closed shop and objectionable in its principle and in its effects.

According to its proponents, the Wagner Act was designed to guarantee to the worker complete freedom of choice of the agency to represent him in collective bargaining. It was especially intended to keep the employer from imposing his will on the worker by any form of economic pressure in this matter, but when the employer says to an applicant for work, "You must pay an initiation fee to a certain specified union," or, to a worker already employed, "You must continue to pay dues to a certain union before you can hold a job," that employer is certainly using economic pressure to get that worker to join a particular union.

The closed shop idea therefore forces an improper burden on the employer. It is unfair to the independent or minority worker and it is inconsistent with the best long-term interests of the unions themselves.

The closed shop is undemocratic in that it forces on the independent worker acceptance of certain obligations regarding which he had no opportunity to express himself. It forces a blind adherence to rules that have no relation to the worker's skill and training. As far as the worker is concerned, the closed shop has the effect of setting up a new taxing body, a private institution having no connection with, nor responsibility to, the State, but none the less exercising the kind of prerogative that can only be properly exercised by the State.

UNION labor in Scandinavian countries and in England, accepting the principle that responsibility must accompany power, has found it wise to relinquish demands for closed shop and to rely on its current ability to justify its trusteeship without resort to compulsion. Organized labor has had as its aggressive friends the legislative, the executive and the judicial branches of our government and unless by its own unwise acts it alienates the sympathy of the American people there is no reason to believe that that situation will change. Under these conditions union labor does not need and should not ask any guaranteed security



Reuben Robertson.

between labor and management can labor achieve a status of full partnership in America's war effort and in the drive for increased production, which is the key to victory on every battlefront.

The entire history of our industrial relations demonstrates that the union shop has brought to industry greater production, higher efficiency, lower costs and greater stability. There are innumerable instances, including machinists and electrical workers, mechanics and laborers in the building trades, printing pressmen, glass workers, meat cutters, clothing workers, which make up an impressive record over a period of years of greater productivity and lower per unit costs due directly to union-management cooperation through union shop agreements.

LABOR'S war record to date is replete with instances of topmost production and of record-breaking schedules made possible by the mutual confidence and cooperation of labor and management under union shop agreements. It was such a relationship that made possible the launching of battleships, destroyers and transports seven to nine months ahead of the Navy's and Maritime Commission's exacting schedules. It was the union shop relationship also that made possible the construction of the entire cantonment program, most of which was completed months ahead of schedule, to house our rapidly growing army of trainees and to provide gun replacements, armories, yards and docks for the nation's defenses.

A union shop agreement, like any other instrument governing human relations, cannot always achieve perfection in the handling of problems which arise under its terms between labor and management. The most workable safeguard against abuses on either side is a provision which establishes a joint appeals board, with arbitration when a joint decision cannot be reached, whereby union and management consider together and correct by joint agreement any injustices that may arise.

Five million Americans are employed today under union shop agreements. Twelve million are union members. These union workers are the vanguard in America's battle of production for victory. The right of labor and management to enter into union shop agreements and thereby assure stability of labor relations for the duration must not be abrogated when our ability to win the war depends on topmost production of American industry. In war production our industrial relations are growing, living, dynamic things. Human forces cannot be sealed and bottled without certainty of explosion sooner or later. To allow room for expansion and for adjustment is to promote union-management cooperation for victory.

By Walter P. Reuther,

Director General Motors Department, United Automobile Workers, C. I. O.

THE union shop is a phase of industrial democracy. The cardinal principle of democracy is majority rule. Refusal to grant a union shop on the pretense that such a step would be "unfair" to the non-union minority is in fact completely unfair to the majority in the plant. The unionist majority has struggled for years to raise wages, adjust working hours and set fair standards of work. The union workers feel that since every worker gains from the union's efforts, every worker should help pay the freight. The nonunion shop is unfair to the union and the majority who are union members because it denies them sufficient authority to discharge their contractual obligations. Under a collective agreement the union workers assume responsibility for continuous operation, for maintenance of production standards, preventing unauthorized strikes (in wartime, for

(Continued on Page 23)



Walter P. Reuther.

beyond that which is justified by its conduct,

The unions also say that they cannot stop strikes and establish discipline without full control over all workers. The unions have pledged that there will be no strikes, and if they cannot fulfill that pledge during a war, then they should favor passage of appropriate legislation in the democratic way.

Every one concedes that for best results in our war effort we must have team-work, and the best team-work is accomplished not by compulsion but by cooperation; unity of thought and of purpose bring united action. We have adundant evidence in our daily papers of the discord and of violent conflict that is brought into industrial relation by the closed shop issue.

A GOOD industrial soldier cannot be expected to fight well if he is torn between conflicting loyalties. The union worker who approves of the closed shop idea is placed in a position where he can and frequently does defy or sullenly resists the orders of management, or its representatives, with support for his action from his union. This can mean nothing but chaotic results and a complete negation of morale.

No substitute for planned management has yet been found nor, in my judgment, will ever be found, and one of the tools that management must have is the ability to give orders and have those orders obeyed. And, of course, efficiency of operation is interfered with when the workers chosen for employment are subjected first to the test, "Are they loyal to union policies?" and second, "Are they competent?"

IT has been suggested that the abuses of the closed shop clause can be controlled or limited by such expedients as publicized financial statements and supervised elections, but these merely treat symptoms rather than basic causes. The closed shop is basically unsound in principle and palliatives cannot correct this fatal fault.

The closed shop destroys the rights of individual workers; it gives control over production to union leaders who have no responsibility for the success or failure of a business; it requires of an employer action that is essentially in conflict with the underlying spirit of the Wagner Act; it divides loyalties when unity of thought and action is imperative; it tends toward inefficiencies when the need of the day is for the most efficient use of all facilities; it sets up and places at the disposal of a privately organized union the equivalent of a taxing power that can properly be exercised only by the State itself.

Lastly, it is unnecessary, provided only that union leaders are willing to be judged by their accomplishments. None of these basic objections can be cured by any of the safeguards yet suggested.

By Ernest T. Weir,

Chairman National Steel Corporation

THE closed shop is definitely unfair where a minority does not wish to belong to the union. The closed shop involves an issue which cannot justly be determined by majority rule. It is one thing for a minority to abide by the will of the majority in an organization to which both voluntarily belong. It is quite another thing for a majority of employes to compel a minority to become part of and subject to an organization that may be totally repugnant to that minority.

Labor leaders have usually advanced two reasons to justify the closed shop. They claim that it gives them protection against employer attacks and that it is necessary to give the unions a secure, contributing membership. But the unions have the Wagner Act, which not only gives them ample protection against employer interference but, as enforced by the Labor Board, positive aids to organizing campaigns. So far as membership security is concerned, that is a condition which ought to be brought about by the

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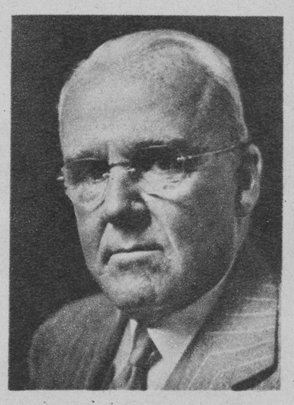

Ernest T. Weir.

R the Closed Shop

(Continued from Page 7)

reventing all strikes). It is an axiom that responsibility must be accompanied by a sufficient measure of authority. Unless there is a union shop clause the union has no authority over any minority which chooses to assume a disruptive role.

It is true that labor's legal right to organize has been substantially improved under the Wagner Act. However, there still prevails a definite anti-labor attitude on the part of a well-organized section of American industry.

During the last war labor took management at its word without the benefits of union security clauses. When the armistice was signed management returned to its private war against organized labor. The union shop definitely assures labor its right to live. It enables the union to divert its energies from organizational activities to the consideration of joint labor-management problems relative to the achievement of maximum war production.

COMPLETE union security is the only means by which the tremendous creative reservoir of constructive ideas within the ranks of organized labor can be fully mobilized for the achievement of maximum war production. It was organized labor that first advanced a plan for the expansion of needed steel production and for the conversion of the automotive industry to the production of military planes. The records of the War Production Board are filled with constructive suggestions from labor for increased war production.

Union security will enable organized labor to divert more of its energies to winning the fight on the production front. An example of this was had in a case in which the U. A. W.-C. I. O. was informed by its members that the management of a certain plant was using critical materials on non-defense production. The union contacted management and requested that the use of such critical material be discontinued. Upon refusal of the management to comply, the union notified the War Production Board, which in turn directed the company to cease the use of such materials. Upon compliance with the WPB order, more than 500 workers were laid off. Only by having union security could the union incur the displeasure of the company and at the same time face the criticism of a majority of the workers who were forced into unemployment and who, for economic reasons, did not understand the union's action.

THE cry that unions "abuse" their power comes in a great many cases from corporations and their spokesmen who, before unions appeared in their plants, employed every possible repressive measure: spies, stool-pigeons, mercenary strikebreakers, the blacklist and physical violence. Nevertheless, the unions do not attempt to justify abuse of union strength as a species of retaliation.

Prerequisites for a union shop would be: a majority determination in favor of the union through labor board elections, a democratic union constitution and administration, an honest accounting system and periodic audited financial reports to the union's membership. Contrary to diligently fostered misconceptions, these practices are general among most unions.

It is true that wartime calls upon unions to forego some of their prerogatives which are wholly justified in peacetime. The unions have agreed not to exercise their right to strike; they have waived double time and time and one-half for work on Saturdays, Sundays and holidays. The unions first proposed round-the-clock swing shift operation. The unions have made all concessions necessary to insure production for victory.

There is not a single legitimate argument, however, for surrender of the union shop because of the war. Where unions win a union shop they must do so by convincing the War Labor Board that the step is justified. Thus the argument of coercion and "taking advantage of the war" has no basis in fact. The reverse is true: employers would take advantage of the war by denying unions fulfillment of their legitimate aspirations, the union shop.

Labor is not asking that the union shop be decreed by law or executive order. Labor is asking that the War Labor Board be permitted to weigh the facts and arguments and then to make a fair ruling without pressure either from labor, employers or the foes of labor. Only such an approach is in keeping with the principles by which a democracy must settle such issues.

AGAINST the Closed Shop

(Continued from Page 7)

achievements of the union, rather than by coercion through the medium of a closed shop contract.

The closed shop would create productive inefficiency. The primary concern of union leaders is not to increase production but rather to keep the greatest number of union members employed at the highest possible wages. To achieve this objective unions have resorted to "spread the work" methods, chief of which have been limitations on per-man-day output. Under this system more employes (and in the closed shop, more dues-paying union members) are required to turn out a given volume of production with a resultant unnecessary increase in unit cost. In the open shop the individual employe, be he a union member or not, is permitted to develop his own skill and productive efficiency, for his own betterment and that of his fellow-employes and his employer.

WHAT organized labor really is after in its campaign for the closed shop, as one labor leader frankly stated, is to be invulnerable. The invulnerability that unions demand is not against employers, as labor leaders profess, but against their members and the public.

With regard to the former, much information has been brought to light showing that the rank-and-file union member has little control over the leadership, policies or finances of his union. A union member who attempts to oppose his labor bosses or who exhibits a troublesome curiosity about what happens to union funds can be punished in many ways. Constitutions and by-laws afford abundant means to deprive a member of his "good standing" or to expel him from the union. This means automatic exclusion from the opportunity to follow his regular occupation, even though it be the only one he is fitted for by training and experience.

Under open-shop conditions the union member has the power to exert two corrective influences in even the least democratic of unions. He can withhold payment of dues and he can resign from membership without thereby being deprived of the opportunity to earn a living at his regular occupation.

The closed shop will also increase the invulnerability of unions against the public. The political power of unions is out of all proportion to the number of union members in the population as a whole. In the past several years the public has repeatedly exhibited the desire to halt the continuing growth in the power of organized labor and to bring that power within some bounds of legal restraint. But, under present conditions, the political power of the alliance between labor and the administration has proved itself superior to that of the general public. If that power is augmented by the increases in the number of union members and the swelling of union treasuries through the closed shop, unions will acquire unlimited political power.

The closed shop is totally wrong in principle. It can exist only by compulsion. It cannot exist where free will is allowed to operate. It is out of place in the life of a people whose fundamental law contains the Bill of Rights.

UAW-CIO

WIN THE WAR EDUCATIONAL CONFERENCE

★

SUNDAY, JULY 19th

10 A.M.

SHERMAN HOTEL



WORK
FIGHT
GIVE
FOR VICTORY

THINK
UNDERSTAND
ACT
FOR VICTORY

CHICAGO METROPOLITAN AREA

GREETINGS:

From the heroic commander of the Pacific fighting forces, comes tribute and recognition of the soldiers on the Production Front. General MacArthur has properly acknowledged the role of labor as "the indestructible backbone of the war effort". It is we who are mobilizing the rear for the front, we who are cementing the unity of the American people in this all out struggle for survival.

We know that Hitler is the enemy of all we hold dear. We pledge to do all in our power to provide the men, the machines, and spirit — to take the offensive against Fascist barbarism until our victory has been achieved.

Successful fulfillment of our responsibilities can only be attained through the clearest understanding of the issues involved.

The realization of these objectives can be determined only through an enlightened membership acquainted with their role. It is the purpose of this Win-The-War Conference to help clarify the issues of the day, and to launch a permanent Educational Program for the Auto Locals of the Chicago Metropolitan area.

JOHN GLYNN
Chairman Chicago Comm.

LENARD VINCENT
No. 719 Chairman
Educational Committee

PROGRAM

REGISTRATION .....9 to 10

OPENING SESSION .....10 to 12

"STAR SPANGLED BANNER"

"SOLIDARITY" .....Julie Blackman, Baritone

Speakers: **Walter Reuther,** Dir. GM Dept. UAW
R. J. Frankensteen, Dir. Aircraft Dept. UAW
Wm. McFetridge, Pres. Building Service Union AFL

LUNCHEON .....12 to 1

Speakers: **R. J. Thomas,** President UAW
Geo. Addes, Secretary-Treasurer UAW
Phil Murray, President CIO

PANELS .....1 to 3

No. 1 — Welding National Unity

Chairman: **Terry Kandal** No. 719

Speakers: **Bob Travis,** Ill. State CIO
Lou Goldblatt, Longshoremen
Geo. Addes

Subject:

War Economy for Victory: Support the President's 7 Point Program Offensive Against Disuniters: Smash the Fascist Agents and Appeasers: Mobilize All the People: End Negro and Women Discrimination.

No. 2 — Fighting for Production

Chairman: **Jack London** No. 6

Speakers: **Victor Reuther,** UAW
Jim Wishart, UAW Research Director
J. A. McCormick, Labor Relations AMPCO, Milwaukee, Wis.
Ernie De Maio, Director Chicago UE, CIO

Subject:

Everything For the War: Labor's No Strike Pledge: Attain Maximum Production: Establish Labor-Management Committees: Use Each Worker's Capacities: Expand Job Training Facilities.

No. 3 — Know Your Allies

Chairman: **Carl Lieber** No. 758

Speakers: **Harvey O'Connor,** Chairman, American Forum on Russian Affairs
Herb March, PWOC

Subject:

Win the Global War in 1942: Make the 2nd Front a Reality: Policies for the War of Liberation: Understand the Anglo-Soviet-American Pact: Fifty Million Trade Unionists United: Demand International Trade Unity

No. 4 — How to Educate Your Union Members

Chairman: **Sven Anderson** No. 715

Speakers: **Sam Sweet,** Plymouth Local 51 UAW
Nelle Reback
Phil Lerman, Reg. 4 Education Director, UAW
Thomas Angott, Int. Education Dept. UAW

Subject:

Every Union Member a Conscious Fighter: Education Through Union Meetings and Publications: Heighten Morale Through Membership Activities: Establish Victory Committees: Train for Leadership: Develop Classes and Forums.

No. 5 — Improving Physical Fitness and Morale

Chairman: **Bill Hesson**

Speakers: **Mel West,** Recreation Director UAW
Vern Hernland, OCD Physical Fitness Division

Subject:

Keep Physically Fit: Cooperate with Civilian Defense "Hale America" Program: Develop a Local Sports Program: Develop a UAW Sports Program in Chicago.

S. A. No. 4
UNION
LABEL
CHICAGO
REGISTERED

Rev Hr

Motor | Year

282 = 1940

370 = 1937

Chev Flint

Hudson

Divide up motor parts.

Body lost to make wings

Fisher Body stamping only 50% of capacity =

Laughlet - Defense Comm. said

Knudsen would have done it if it was possible = H. Went to ~~Hillman~~ Knudsen who said auto industry doesn't move that fast

that fast = Packard still digging foundations

(2)

Will put 100,000 people to work

Will make auto industry - an auto aircraft industry = which will be answer to our problem of seasonal employment =

Won't need to train so many

Packard must develop an entirely new personnel

Visit to shops = / Discussion

Briggs Man

Designing = Most can be done in 2 months.

However, would need large machines.

R. Built a plan from ground up

Blackboard work =

Approved All available designs on body plant.

o Let them on sheet metal stamping, fuselage, etc., they could design it in 2 months time =

— no - 3 months =

□ Wings in Production in 6 months □ by Briggs & Murray

Fuselage ~~start~~ in Fisher - 6 months =

Motor

(3)

Decentralized plan of making parts

Put up a rim of hangars around Wayne County Airport =

Co-ordination by a routing or traffic job

Technical part of possible =

Man-power + technical possibilities are here =

Training of assemblers =

Recruit 100 best men - they start training men while tooling up is going on =

Start production in 6 months - 500 a day in 7th month =

(4)

Shortage of labor =

Won't need new plants which will later be idle

Autos to build only pursuit ships

Bombers, etc, special jobs in air industries

Free Press Nov. 14, 1940

Late, Nov. 14th

Big 3 to make parts for motors =

To make only fuselages tail & wing for 12,000

Not motor parts =

Assembly elsewhere

⊗ at 17th
18th
26th

8-12-43

THE PRODUCTION PICTURE

By: Walter P. Reuther
Vice President, UAW-CIO

The current military successes of the United Nations would seem to indicate that the American war production program is proceeding quite satisfactorily. It would be a mistake, however, to assume that recent victories are completely the result of our own productive superiority.

In fact, now that we are on the road to victory on the battlefronts, the need is more urgent than ever to concentrate on total production planning on the home front.

Up to this point in the war, the production program has emphasized three major factors of industrial activity: first, expansion of both raw material and fabrication facilities (new plant construction); second, conversion (retooling) of plants formerly utilized in civilian production; and, third, allocation of materials to build up inventories of war materials.

On the surface, our present supremacy in armaments over the enemy gives the impression that the basic obstacles to efficient production have been largely overcome, and that we can henceforth coast to victory. Actually, however, this is far from true. Production has slumped seriously of late, and some bad bottlenecks still remain to be broken.

According to a public statement by Charles E.Wilson, Executive Vice Chairman of the War Production Board, published in the June issue of MILL & FACTORY, an industrial journal, there is still a need to expand productive capacity of certain vital raw materials.

"A simple indication of the rising demand on our resources is the fact that the steel supply for the third quarter of this year will not be adequate to make full use of the facilities we have for turning the steel into the implements of war.", Wilson said. He also stressed the need to further expand "our capacity to make synthetic rubber, high octane gasoline and other chemicals" and "facilities for aircraft production."

Wilson's statement indicates the continuing need for total planning in the area of productive capacity of raw materials, thus substantiating the necessity--repeatedly emphasized by CIO leaders--for a civilian mobilization agency bolstered by adequate labor representation. A shift in emphasis on certain phases of the production program also requires smoother planning from here on.

As our armed forces proceed to occupy enemy territory and establish bases from which to advance, their requirements for munitions and war materials will compel sudden and drastic alterations in the production program. The need for certain types of weapons, munitions and vehicles may be changed radically overnight, perhaps during the course of a single battle.

The planning agencies must be prepared to immediately retool plants, reallocate materials and transfer manpower, in response to the demands of the immediate military situation. This necessitates an alertness and flexibility of production controls, constantly keyed to the strategic variations in military requirements on distant and far-flung battlefronts.

Nothing less than total planning, from the factory level upward to the high command, involving shop stewards as well as generals, can meet the needs of the production program at this point.

The task of rebuilding bases seized from the enemy will fast become a vital factor in production planning, as our troops advance and enlarge their holdings of enemy territory. Docks, lines of communication, fortifications,

sources of raw materials and other facilities essential to military movements will be destroyed or rendered temporarily useless by the retreating enemy. Planning agencies will be compelled to meet the needs of reconstructing such shattered facilities by adjusting our industrial operations to supply the needed materials.

Here, again, there is a need for rapid retooling, reallocation of materials and transfer of manpower.

The length of time it takes us to unleash the knock-out punch, now that we have the enemy staggering, will be determined by the rapidity, efficiency and totality with which we organize the production program from here on out. It is as true today as it was shortly after Pearl Harbor, however, that maximum productive efficiency and flexibility of planning controls cannot be attained without granting labor an opportunity to participate fully in total planning for total production.

Continued failure of government and industry to utilize labor's democratic will to victory in practical participation in war production planning will inevitably lengthen the war.

Labor should, therefore, intensify its efforts to obtain fair representation on war production planning agencies. Demands for equalization of wages through industry-wide wage agreements, guaranteed weekly wages, and voluntary labor regulation of the flow of manpower in response to productive needs, all of which are essential to high labor morale, should be pressed vigorously upon government and management. These are the minimum refinements in the war production program by which labor can begin to make greater contributions to the war effort.

To the extent that these proposals are accepted and put into effect by government and management, the planning of war production will climb toward totality and a consequent quickening of our march toward victory.

The immense reservoir of creative energy and initiative, which labor is ready, willing and able to supply, if it had been fully utilized, would have done much to prevent the current slump in production. Stability of the productive effort in the critical period ahead could be bolstered by the acceptance of labor as a full-fledged partner in the planning of the war production program.

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WPR: FOR AMMUNITION

8/12/43

There Must Be No More Delay

The news that a deadlock has come into being between management and labor representatives attempting to work out a program for converting the automobile industry to war materials production comes with shocking surprise to the nation as a whole.

OPM, under whose auspices the conferences are held, has replaced the special committee assigned to this job with a new group. If this second group cannot work harmoniously together, the automobile industry as a whole will drop many notches in public esteem.

In this particular dispute the representatives of labor appear in a far better light than do those of management. The former appear to hold one idea only, the conversion of the industry to war production as rapidly as humanly possible. That is the idea of the whole country.

Management representatives, however, offer as their sole excuse for failure to co-operate with their labor confreres, the argument that the plan approved by the labor men would mean "socialization" of the industry.

What of it? If socialization, for the time-being, of any industry can save Singapore and the Dutch East Indies, can transfer into actuality instead of mere words the program and task set forth by President Roosevelt on Tuesday, then let it be socialization. We, as a nation, don't care a continental quibble about such niceties of argument. What we want is one thing and one thing only. That one thing is fulfilment of the President's program for the production of planes and tanks and guns and ships.

A labor representative, Reuther, a year ago presented a plan for the adaptation of the motor industry to the building of planes and tanks. Management at that time declared those plans "impossible." They said motor plants could not be so converted. And they went on building automobiles at the rate of 4,000,000 a year, using up precious metal and rubber for which we would, today, give the national eye-teeth.

Today, under orders from the President, the conversion Reuther advocated a year ago has got to be made. Whether feasible or not, it is imperative and mandatory. Leading automotive executives have said it can be done. Henry Ford, notably.

Now, if management still insists on belittling the Reuther plan—which has become the nation's plan—management will simply have to play ball or get out of the way.

The job has to be done—and it will be done. Quibbling over "socialization of industry" and other bugaboos must be postponed until after the war is over.

In the meantime, if the new group named by the OPM to arrive at a plan doesn't effect results, quickly, it may be necessary to place the entire motor industry under the rule of a dictator for the duration of the emergency. The nation will insist on that. For the nation is going to win this war and nothing, not even so great an industry, dare get in its way!

—UNITED FOR VICTORY!—

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ATLANTA, GA., JANUARY 9, 1942.

Reuther plan, production, strikes, and planes for Britain—Mr. Knudsen's press conference

Excerpts from the March 19 press conference of William S. Knudsen, Director General, OPM, follow:

Q. Can you tell us whether you have accepted or rejected the Reuther plan, or accepted it in part?

A. Well, we had him in here and talked to him you know. It was claimed that he could make fixtures to standard machines, but that proved to be slightly incorrect in the case of Cadillac. We gave him the figures on Cadillac and they wanted to go into the shop as a union committee and try to design fixtures for the present machinery and that was putting the master mechanic out of the job. We had to stall on that one and say that it couldn't be handled. He agreed to get us drawings and come down and study them—a set of drawings for one motor, to look over and get into a little closer. When he made the plan, I don't think he had any drawings of a motor—that is the way I understand it today.

Q. That was only on motors—he wasn't talking about aircraft frames?

A. He wasn't talking about that—he was only talking about motors. You see on the aircraft frames, the automobile plants are in that now. You know we have the bomber program—with three big companies, prime contractors subcontracting out, making B–25's, B–26's, and B–24's.

Q. Is Cadillac the only place where his figures were wrong or is that the only one you discussed.

A. The only place I got any. The only one he submitted.

Q. Could you say anything about the Cadillac figures, Mr. Knudsen?

A. Well, Cadillac is on parts business for Allison Motors—they use 15 percent of old equipment and 85 percent outside, so Mr. Reuther said it didn't check very well in that case.

Q. What did he claim on that—did he make any claim that you could use a greater percentage?

A. No. Of course, it is not up to me to find fault with another fellow's plan. If he can't explain it to me, he's got to go back and find out more and explain it over again, but as far as I could go at the time I couldn't see that there was any possibility of going very far on that. Now, there are certain parts, but he is building a plant and he will make certain parts in his own plants. Why shouldn't he see—Ford is making Pratt and Whitney motors. He will make a certain number of parts in his own plant—why shouldn't he? But to say that you can take the whole motor and set it up for automobiles—that can't be done. Now, I don't care who says so; I happen to know that.

Q. Well, in a sense, you are using Reuther's plan in a sort of modified way, aren't you?

A. Well, that's as old as Moses to use what equipment you can.

Mediation Board

Q. Mr. Knudsen, the President announced today his 11-man Mediation Board. Can you comment on it?

A. Well, this Mediation Board is going to take over some of the settlement of labor disputes that Hillman and I have been grappling with for the last month or 6 weeks. I think it's very well to get a Board that has time—we have a lot of other things to do.

Q. Will you drop out of the picture, then, as far as trying to settle these strikes or controversies is concerned?

A. I don't know. If the Board asked me to do something I suppose I have to do it. Certainly, I am going to keep interested in keeping plants running.

Farming-out

Q. When do you expect to get this farming-out picture, Mr. Knudsen? You are talking about getting the complete picture.

A. Do you mean all the figures together? I suppose it will take another month—it's a big job.

Q. When you do get that picture, could you say anything about what you are going to do, then, to get this production spread out a little further than it is?

A. Yes, every prime contractor today has got a subcontractor and lots of them. Now, don't get away from that. I know Westinghouse has got a hundred because we have a list of them. What we propose to do is to take the prime contractor that has 50 and say, "Can you get 50 or 100 more? Here is a place you can find such and such a machine," and then get him to go out and use it.

Q. Suppose the prime contractor says, "Well, I deal only with these particular fellows: I have been dealing with them all the time and I only want to deal with these particular men."

A. That would be a very legitimate claim as long as he could handle it, but the minute we give him so much business he can't handle it, then he has got to listen to us and I'm sure he will.

Q. If he doesn't listen to you?

A. They are very nice—we don't have trouble. If I could find a good subcontractor and call up anybody and say, "Here's a man that's got such and such equipment. Can you use it?" In nine cases out of ten he will say, "Sure." Now, you take some of the airplane fellows, like, for instance, Consolidated. You see he's got 33 people on the road, following up subcontractors.

Q. The reason I ask you those questions is because there is a great deal of pressure behind this and legislation is being introduced to bring this farming out into a little greater application.

A. How can you legislate that?

Q. A bill was just introduced the other day to create a board to handle this.

A. I haven't heard anything about that.

Q. Senator Kilgore.

A. Well, I hadn't heard anything about that, but I think it's better to do it in a voluntary way than to have legislation for it. I don't think legislation can make a man efficient.

February engine production

Q. Mr. Knudsen, how was engine production in February?

A. February deliveries were 3,470 engines (later corrected to 3,127).

Q. What was the previous month, sir; that is, January?

A. I haven't got that here, but we are up 300 or 400 engines.

Murray steel plan

Q. Is there anything new on Mr. Murray's steel plan?

A. Our Planning Board has got it; they are studying it.

Tank production

Q. Mr. Knudsen, how is the tank production program coming along now?

A. Tank production is coming along all right on the little tank—the light tank—13-ton; and on the medium tank we expect to get a few in April; but there won't be any real production until July.

Q. Well, now, I noticed there was a speech the other day by some official saying only one of the factories could be

tooled up because they didn't have the machine tools.

A. That is not so; we will tool up promptly; we will get some equipment.

Q. Is the reason you are not getting any medium tank production now due to the fact that a lot of the equipment and machinery had to be turned over to the airplane manufacturers?

A. Well, you see, we had to follow what the General Staff says in the priority ratings; and in some cases the Navy and some of the airplanes had to get some machines before they could be put to tanks, but we are trying to allocate so that everybody gets something.

Denies report of faulty planes

Q. Will you comment on these reports that the planes we have been sending to Britain have had to be rebuilt or redesigned or re-equipped.

A. I could do that in two words—stuff and nonsense.

Q. You would say, then, that our planes are just as good as the ones they are using?

A. Well, I am no flyer, Mister, but they keep on taking them, so there can't be much the matter with them.

Ships

Q. Are you doing anything on ship construction, Mr. Knudsen?

A. Seven yards have been laid out to build merchant ships. I haven't got the location in my mind, but Admiral Land is the fellow who is handling that. You know, we have to build 260 ships of this standard construction and they are all being parcelled out so that we can make the parts as far as possible inland and ship them to the coast to have them set up and welded. That applies to the ship itself and to the propulsion equipment—boilers, engines, and auxiliaries.

Q. In other words, you are trying to set up the production of the parts that go into them?

A. That is right. You remember that last month I went over to the President and we got money for the equipping of these present yards for ways and things and sheds.

Q. Is it going to be necessary to augment that program considerably?

A. Well, I don't know, but I imagine when the Bill goes through we will have an additional program. I don't know that yet.

Planes for Britain

Q. That 260 includes some of the British?

A. 60 British and 200 American.

Q. You are standardizing aircraft ships. Are you standardizing all other war weapons so they will be interchangeable—tanks for example?

A. Yes, sure.

Q. Mr. Knudsen, have there been any other steps comparable to this ship matter in which the contracts of the United States and Great Britain have been consolidated for production purposes?

A. Well, you might call it that because the British planes go through now as if it was all one lot. We get them at the end of the dock and ship them to Great Britain. So we have hopes that we will still progress. The more stuff we make the more we will try to standardize, Now, if we have to help them with stuff that fits other dimensions over there, we will have to try to do that. That will be held to a minimum.

Strike situation

Q. Mr. Knudsen, when you testified before the House Judiciary Committee you indicated that the strike situation—the defense strike situation wasn't giving you much concern.

A. Well, I was a little premature That is what I was coming to; we were all right up to about 6 weeks ago—we have had plenty since.

Q. Can you say anything about as to what it's doing in the way of bottlenecks?

A. Well, of course we have them every day—small ones and big ones. The worst two we have right now is of course Chalmers and International Harvester and Mr. Hillman is certainly working night and day trying to get them settled. We settle some every day but we generally get a couple more. I think the President's speech on Saturday night will have a good deal of influence, too, because manifestly we can't have this going on all the time.

Q. Aren't the strikes in Vanadium and Universal Cyclops having a pretty serious effect on aircraft and motor production?

A. Well, vanadium, of course, is a tool steel and we have to go in and get some more out.

Q. Have you changed your idea about some kind of legislation being necessary?

A. Well, I sent a memorandum up to the House Committee and I said I still don't think there ought to be legislation against strikes because I don't think it would do any good, but I did want to support the cooling-off period, see? Ten days for OPM and 30 days after decision. I thought that would help and no stoppage until the 30 days had gone by and also no strike unless there was a ballot of all the workers. I said that and I still feel that.

Q. And you still feel that you can't legislate against strikes?

A. I don't see how you can.

Q. Has there been any pressure from any source—Navy or any other source—to take over the Allis-Chalmers strike and operate it under Government supervision?

A. No comment.

Q. Any pressure for the Army to take over at Wright Field?

A. Well, that is theirs now.

Q. Any possible taking of Vanadium or Cyclops?

A. Listen, I don't think that is up to us to worry about—if we can get a batch of work it is better to work on that score.

Q. Well, you have to have the steel—those two types of steel.

Q. I thought that authority had been delegated to you, sir, in the Executive order in taking over plants—that was an OPM function.

A. Yes, so what?

Contemplated production under $7,000,000,000 program

Q. Mr. Knudsen, do you expect to be able to produce all the equipment contemplated under the Seven Billion Aid to Britain bill, in the same period as the Twelve Billion Program?

A. We will have to straddle that, I think. I don't know yet until I get the schedule. Of course, the time element is part of the land-lease bill—we have to recognize that and do anything we can do.

Q. You still feel the first program can be accomplished in your original period in 1942?

A. I think so, I said the last half rather than the first of July. It looks as if that can be handled.

Q. But you don't know yet whether you can also handle the additional 7 billion dollars.

A. But we must handle some of it.

* * *

Four strategic "corners" of United States get new airports

Increased emphasis on airport construction and improvement pushed the total of WPA funds allotted to national defense projects during this fiscal year past the quarter-billion dollar mark by March 1, Howard O. Hunter, Acting Commissioner of Work Projects, announced March 17.

Mr. Knudsen

(*Continued from page 1*)

should tell their regional office of the Defense Contract Service about them.

These regional offices will put together and expand the many valuable plant facility surveys already undertaken by national, State, and local organizations.

They will tell prospective contractors and subcontractors what the Army and Navy want to buy; whether the plant facilities available can handle prime or subcontracts; where prime contractors can find needed subcontractors, and where potential subcontractors can find prime contractors with work which they could do.

The Defense Contract Service offices already have staffs available to advise on contracting and financial problems, and they are setting up technical staffs to aid contractors and prospective contractors on engineering problems.

Manufacturers will serve the country and themselves by making the fullest possible use of this service.

Spreading the defense job into every available plant is the best possible way to speed up urgently needed deliveries now, and to increase total production.

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Planning for the future

President Roosevelt submitted to Congress a National Resources Planning Board report recommending a 6-year public works program to aid post-defense stabilization. The Board's report includes projects recommended in the 1942 budget and a number which it recommends for construction in the following years.

In an accompanying message, the President said "national defense is more than a mobilization of a Nation's armed strength," it also requires long-range planning for the post-defense period. The President said the report represents "a policy of intelligent planning for the future," but stated "because of the current national emergency, projects not needed for defense have been temporarily shelved." The program recommended by the Board, he said, would make available a number of projects "without in any way committing the Government to the immediate construction of such works."

Emergency electric power for national defense

A program of power reserve cooperatives, to insure against prolonged outages on REA-financed distribution lines due to failure of power supplies, and to provide important sources of emergency power as a measure of national defense, was announced March 20 by Rural Electrification Administrator Harry Slattery.

Organization of such power reserve cooperatives is well under way in Georgia, the Carolinas, Illinois, Iowa, and Texas.

These groups will purchase and maintain fully mobile generating plants on a "fire engine" basis, normally storing them in a central, convenient location.

The primary purpose of the rural power reserve cooperative is to permit restoration of service on rural power lines in case of storm or other damage to the power source or to the transmission lines which feed a distribution system. As a byproduct—which is especially important to the present national defense efforts—it will provide emergency power for construction work on military establishments, for transplanted or newly established essential industrial plants pending construction of permanent power facilities, for amelioration of flood, fire, sabotage, or other damage to urban power sources, for emergency communications, for floodlighting temporary airfields and running their machine shops, and for hundreds of other emergency purposes.

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Alaskan fur parkas camouflaged

A special unit has been set up in the supply division of the office of the Quartermaster General to supervise the procurement of clothing used by troops on duty in cold climates. Maj. A. Gutmann, Q. M. C., a fur specialist, has charge of this unit, the War Department announced March 18.

Fur is used to a large extent by the Alaska Defense Command. Shoes for use in Alaska include mucklucks made of walrus hide and seal, moccasin type boots, rubber boots, boots with a rubber sole and leather upper, and ski boots, the particular type depending on the season and the military mission.

A development in cold-weather clothing is the reversible parka, one side of which is white and the other side forest green. This parka gives the soldier camouflage which is adaptable either to snow or to woods.

Grand Coulee goes to work—to supply power for defense

Grand Coulee Dam, the greatest structure man has made on earth, went to work at noon, March 22.

Slated to supply vital electric energy to meet defense demands, Grand Coulee started operation of its gates on the Columbia River 2 years ahead of schedule, Secretary of the Interior Ickes announced.

Two 10,000-kilowatt generating units already in place will be dwarfed by a 108,000-kilowatt generator now being installed. These will be augmented by two additional 108,000-kilowatt units which will be in service within a year. As now planned, the power plant will have a maximum capacity of 1,974,000 kilowatts when completed.

Next largest power plant in the world is at Boulder Dam, and the third largest, about one-fourth the size of Grand Coulee, at Dnieprostroy, Russia.

The Grand Coulee Dam, 550 feet high and 4,300 feet long, will store 10,000,000 acre-feet of water in a 151-mile reservoir for the irrigation of 1,200,000 acres of dry land, for the generation annually of 12 billion kilowatt-hours of electric energy, for flood control, river regulation, navigation improvements, and downstream power benefits.

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Plants will be bought from Britain

Federal Loan Administrator Jones has announced that the Defense Plant Corporation would purchase from the British Government a powder plant near Memphis, Tenn., costing approximately $25,000,000, and the following four machine-gun plants, worth approximately $21,000,000; Buffalo Arms Corporation, Buffalo, N. Y.; Kelsey-Hayes Wheel Co., Plymouth, Mich.; Colt's Patent Firearms Manufacturing Co., Hartford, Conn.; High Standard Manufacturing Co., New Haven, Conn.

Mr. Jones said the plants are considered by the War Department as "necessary to our own national defense" and that "other plants may be acquired later." He said "to the extent that any of these plants continue to manufacture for the account of Great Britain, the DPC will receive a rental or a charge at a rate sufficient to amortize the cost of the plant over a period of 5 years."

CONSUMER DIVISION . . .

Suggested legislation to check skyrocketing rents in certain areas

Suggested State legislation to maintain fair rents in defense areas was made public in a report issued March 19 by Miss Harriet Elliott, Consumer Commissioner of the National Defense Advisory Commission. The report is designed for use of State officials and State defense councils and was prepared with the cooperation of Mr. Leon Henderson, price stabilization member of the Commission.

"If living standards are to be protected during the emergency," Miss Elliott said, "there is an imperative need to maintain fair rents. The best way of doing this is by providing an adequate supply of permanent or temporary housing, rather than by regulating the rent of existing dwellings. But it has become increasingly apparent that legal machinery is necessary in certain congested localities where rents are reported to be skyrocketing."

State rent commissions suggested

"The suggested bill is designed to prevent unreasonable rent increases in vital areas as well as to correct abuses which may occur," Miss Elliott said. It therefore provides two separate steps: One, the creation of a State rent commission with power to investigate rental conditions and designate areas within the State as emergency regions; and two, the actual application of rent control within those regions.

"The enactment of such legislation and the establishment of a State commission may succeed in preventing rent increases during the emergency and make unnecessary the second step of actual rent control," Miss Elliott said.

To avoid interfering with the construction of needed new housing, the suggested State bill calls for exemption of newly constructed dwellings. Provision is made for a State Emergency Rent Commission of five members, to be appointed by the Governor. The chief powers and duties of the Emergency Rent Commission are:

(1) To investigate, conduct hearings, and make findings of fact on housing and rental conditions throughout the State as affected by and as affecting the national defense program;

(2) To try to prevent unjustifiable rent increases by means of publicity or by negotiation with parties concerned;

(3) To declare an emergency in any region of the State and to determine the boundaries of emergency rent regions; the law is to be administered by regional boards appointed by the Governor;

(4) To establish the normal rent in such regions and the classification to which such rents apply.

The law is to be administered by regional boards appointed by the Governor. Notice, hearing, and right of appeal are assured in the bill for all parties concerned. Penalties for violations are also provided.

Rent increase may impair defense efficiency

In releasing the report, Miss Elliott pointed out that some State legislatures are in session at the present time and are in a position to determine the necessity for a legislative program to maintain fair rents, if emergency conditions exist or appear likely in those States. She said that other States should consider the necessity for introducing such legislation as soon as possible.

"Recent studies by the United States Bureau of Labor Statistics indicate that substantial rent increases have occurred and are continuing to appear in defense areas," Miss Elliott stated. "Unwarranted rises in rents may interfere with the efficiency of the entire defense program by causing excessive labor turnover in defense industries and by starting a spiral of rising living costs, rising wages, rising prices, and still higher living costs which will threaten economic stability."

The provisions of the suggested legislation follow the principles outlined in the report prepared for the Consumer Division by a committee of the National Association of Housing Officials, and are based upon study of these principles by an advisory committee of city and State legal officials, appointed by Miss Elliott. These committees were headed by Mr. Edward Weinfeld, New York State Housing Commissioner.

Housing expert for consumers

Miss Harriet Elliott, Consumer Commissioner, National Defense Advisory Commission, announced on March 17 the appointment of Joseph P. Tufts as chief of the Housing Section of the Consumer Division.

Mr. Tufts succeeds Mr. Carleton Sharpe, who is returning to the Farm Security Administration to assist in handling defense housing problems of that agency. Mr. Tufts will conduct studies of rent problems, maintenance of fair rents, housing standards, and other consumer aspects of housing.

★ ★ ★

Pricing policies for consumer goods outlined by Miss Elliott

General pricing policies which should be followed during the present emergency by both manufacturers and distributors of consumer goods were outlined on March 20 by Miss Harriet Elliott, Consumer Commissioner of the National Defense Advisory Commission.

Miss Elliott recommended that anticipated cost increases which have not yet materialized should not be made the basis for price advances; that when prices of new goods advance, inventories be averaged rather than marked up to the new level; that rigid adherence to the practice of traditional rates of mark-up should be discouraged unless it can be shown that costs have advanced by an equivalent amount.

Fundamental policies

Miss Elliott strongly urged that these be adopted as fundamental policies in order to guard against a spiral in living costs. "Current pricing policies running contrary to these recommendations tend to boost prices more quickly and in greater amount than business costs rise," Miss Elliott said. "The net effect is a pyramiding of unwarranted price increases in consumer goods. The united action of American businessmen is necessary to avert these perils."

These pricing recommendations were contained in a letter from Miss Elliott to Mr. B. J. Cahn, president of B. Kuppenheimer & Co., manufacturers of men's

clothing, thanking Mr. Cahn for the assurance that his company was seeking to avoid unjustified price increases.

Commissioner Elliott's letter to Mr. Cahn follows:

"I am happy to have your assurance that your company will avoid the practice of including unmaterialized, anticipated cost increases in determining prices.

"The setting of prices on the basis of anticipated cost increases has a way of bringing these increases about. Prices at one stage of production become costs at later stages. They are therefore likely to be passed along, and in many cases even to be pyramided. The increased cost of living which results may provoke demands for wage increases and thereby induce a spiral of cost and price increases.

"I am similarly concerned about the practices of inventory valuation and of traditional rates of mark-up which I outlined to you. Some producers and distributors appear to be calculating their inventories on a replacement cost basis. This procedure has the effect of inflating costs and stimulating unnecessary increases in prices. I have been urging instead the use of average cost figures.

"The practice of traditional rates of mark-up has a similar inflationary effect. When this practice is followed, the price increase will be greater than the cost increase, by whatever percentage mark-up is adopted. There is under this procedure an automatic increase in the charges made for operating costs whenever the costs of merchandise or materials increase, despite the fact that rising costs of merchandise or materials do not necessarily involve increases in operating costs—most certainly they do not involve proportionate increases. Many unit operating costs are in fact likely to fall with the increased tempo of consumer demand. Rigid adherence to the practice of traditional rates of mark-up should be discouraged as provocative of a dangerous tendency toward price pyramiding.

"I am certain I can count on the united cooperation of American businessmen to avert the peril inherent in these practices. I hope I may have your support."

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New consumer adviser

Miss Harriet Elliott, Consumer Commissioner of the National Defense Advisory Commission, announced on March 19 the appointment of Earl W. Elhart as adviser on retailing and marketing information.

Mr. Elhart has been granted a 6 months' leave of absence from his duties as editor of the Retail Executive Division of Women's Wear Daily.

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Aluminum substitutes

Suggestions on the purchase and use of household substitutes for aluminum cooking utensils are contained in the March 14 issue of the Consumer Division's semimonthly bulletin, "Consumer Prices," available on request from the Consumer Division.

PURCHASES . . .

Compilation of defense contracts cleared and awarded, March 13 through March 19

Defense contracts totaling $107,804,237 were awarded by the Army, Navy, and Maritime Commission and cleared by the Division of Purchases, Office of Production Management, during the period March 13 to March 19, inclusive.

This compares with $106,224,332 for the previous week and $49,533,693 for the week ended March 5. Contracts amounting to $500,000 or more are cleared by the Division of Purchases of the Office of Production Management.

Cleared contracts awarded by the War Department during the latest period totaled $36,229,039, by the Navy Department $34,075,198, and by the Maritime Commission $37,500,000.

CONSTRUCTION

War Department

Dow Chemical Co., Freeport, Tex.; construction of machinery and equipment for the expansion of the Freeport plant; $8,007,407.

Claussen-Lawrence Company, Augusta, Ga.; construction of temporary housing, roads, and utilities for the Augusta, Ga., air base; $935,962.

Three contractors: Perrilliat-Rickey Construction Co., Inc., New Orleans, La., Barber Brothers Contracting Co., Inc., and Barber Brothers Co., both of Baton Rouge, La.; construction of temporary Air Corps cantonment at East Baton Rouge Parish Airport, La.; architectural and engineering services George P. Rice, New Orleans, La.; $1,441,340.

Meyer Construction Co., San Francisco, Calif.; construction and completion of temporary housing including utilities thereto at Fort Cronkhite, Calif.; $520,052.

Four contractors: Russ Mitchell, Inc., T. B. Hubbard Construction Co., Knutson Construction Co., and Joseph F. Meyer, Jr., all of Houston, Tex.; construction of additional frame buildings, tents, housing facilities, and one antiaircraft battalion, at Camp Hulen, Texas; $622,788.

Navy

Two contractors: Wigton-Abbott Corporation and Mahony-Troast Construction Co., Plainfield, N. J.; construction of naval supply depot at Bayonne, N. J.; $3,000,000.

SHIP CONSTRUCTION

Maritime Commission

North Carolina Shipbuilding Co., Wilmington, N. C.; merchant marine vessels, $37,500,000.

AIRCRAFT

War

Vultee Aircraft Inc., Nashville, Tenn.; for purchase of airplanes with Lycoming engines; $3,735,890.

ORDNANCE

War Department

Stewart-Warner Corporation, Chicago, Ill.; fuze units; $601,180.79.

Hercules Powder Co., Kenvil, N. J.; propellent powder; $588,087.50.

Western Cartridge Co., East Alton, Ill.; small arms ammunition; $1,801,645.

Western Cartridge Co., East Alton, Ill.; small arms ammunition; $1,806,820.20.

Munitions Manufacturing Corporation, Poughkeepsie, N. Y., subsidiary of International Business Machines Corporation; manufacture of aircraft cannin; $7,255,000.

Navy

Babcock and Wilcox Co., New York, N. Y.; for manufacture in its plant at Alliance, Ohio, of ordnance equipment; $2,550,000.

EQUIPMENT AND SUPPLIES

War Department

Square D Company, Kollsman Instrument Division, Elmhurst, N. Y.; altimeter assemblies; $666,000.

General Motors Corporation, AC Spark Plug Division, Flint, Mich.; plugs; $900,000.

Champion Spark Plug Company, Toledo, Ohio; plugs; $900,000.

A. C. Lawrence Leather Co., Peabody, Mass.; sheep shearing; $930,938.

North American Aviation, Inc., Inglewood, Calif.; maintenance parts; $792,733.19.

Eclipse Aviation Division, Bendix Aviation Corporation, Bendix, N. J.; starter assemblies; $2,520,718.40.

Leece-Neville Co., Cleveland, Ohio; generator assemblies; $1,595,428.50.

Eclipse Aviation Division, Bendix Aviation Corporation, Bendix, N. J.; generator assemblies; $607,048.20.

Navy

Hudson Motor Car Co., Detroit, Mich.; constructing, equipping, and organizing for operation of a plant for manufacture of ordance equipment near Centerline, Mich.; $20,000,000.

Leland-Gifford Co., Worcester, Mass.; for acquisition, construction, and installation of additional plant facilities and equipment at the plant; $1,362,617.98.

Rohr Aircraft Corporation, Chula Vista, Calif.; construction, acquisition and installation of additional plant facilities at their plant; $567,000.

Carnegie-Illinois Steel Corporation, Pittsburgh, Pa.; acquisition and installation in contractor's plant at Munhall, Pa., of additional equipment and facilities to enable contractor to produce armor and special treatment steel; $1,310,000.

Carnegie-Illinois Steel Corporation, Pittsburgh, Pa.; acquisition and installation in contractor's plant at Mingo Junction, Ohio, of additional equipment and facilities to enable contractor to produce armor and special treatment steel; $1,997,000.

Norris Stamping & Mfg. Co., Los Angeles, Calif.; aluminum cartridge containers; $1,336,580.

Cooper-Bessemer Corporation, Grove City, Pa.; construction of propelling machinery for 16 motor minesweepers, YMS29-44; $1,952,000.

STATE AND LOCAL COOPERATION . . .

Civil defense responsibility rests primarily upon State and local governments and individual citizens

What civil defense means and what is being done about it by the Federal, State, and local governments were discussed by Mr. Frank Bane, Director, Division of State and Local Cooperation, in an address, March 19, in Washington.

The tragic spectacle of the past year abroad has proved that internal weakness often is as dangerous as external threat, Mr. Bane pointed out. Defense today is nothing if it is less than total.

Behind the first line of military and industrial defense is civil defense—the maintenance of the home front, health, and physical efficiency not only of the people of the United States but also of the Nation's plant and machinery, the morale and social structure of its daily life. In these broad sectors of defense the Federal Government plays a supporting, rather than a leading role, for the site on which civil defense operates is the local community. Authority for making civil defense operate rests primarily upon State and local governments, and upon the responsibility and cooperation of individual citizens.

From the inception of the national defense program civil defense has been fully accepted as a strategic sector in total national defense. Since last summer, the States and localities have been getting under way with their defense councils. To date, 41 State and about 1,000 local councils have been organized, and the necessary action is being taken in the remaining states.

Civil defense gaining momentum

As the gigantic defense effort rolls up increasing momentum, the impact of civil defense will be felt more and more widely, more and more acutely. At first, the man in the street may not have realized why intensive effort on the home front is essential. Many of the services which the emergency now requires have come to be taken for granted—fire and police protection, highway control, public health, and welfare—while others seemed too remote to be real.

The time has come when each person—not just Government officials and members of State and local defense councils, but every individual citizen—needs to understand the practical problems entailed in civil defense, Mr. Bane stated.

In such fields as health, welfare, and housing, old problems are aggravated and new problems created by current upheavals and readjustments in family and community life.

Moreover, every community with a rapidly expanding population, or with a large concentration of single men, faces problems relating to vice, juvenile delinquency, and protection of young men and women. Controls—legal and social—must be maintained and strengthened.

In the field of law enforcement, it is recognized that the maintenance of civil rights and legal protections is the bedrock of democracy.

A constructive cooperative plan—calling for both State and Federal action—has been developed for the prevention of sabotage and subversive activities on the one hand, and for the preservation of civil liberties on the other.

The Division of State and Local Cooperation has helped develop a plan for mobilization of local police forces to supplement State police. A Fire Defense Committee has prepared a comprehensive plan of fire protection and prevention, which will be available shortly to all municipalities and States. The War Department has been developing technical instructions on air-raid protection, construction of shelters, medical care and sanitation, air-raid warnings, blackouts, and defense against chemical and gas attacks for issuance when, as, and if needed.

"But what can I do?" the citizen asks. Some of the volunteer jobs local defense councils are calling upon citizens to do includes the following: Assist in city-wide room registration; act as aides in hospitals and clinics; cooperate in community service programs for enlisted men and volunteers.

Regional conferences of State councils of defense

Two regional conferences of State defense council executives have been held recently by the Division of State and Local Cooperation, one in Chicago, Ill., on March 7, the other in Memphis, Tenn., on March 22. These meetings mark initiation of the second series of regional conferences by the Division. First series was held during November and December 1940.

State defense council chairmen, executive officers, and other State officials attended both meetings. States in the Middle West were represented at Chicago. The Memphis meeting brought together officials from the Southern States and several States west of the Mississippi.

Current topics discussed

Subcontracting, coordination of health, welfare, recreation, and related national defense activities, community facilities legislation and surveys, State defense legislation, and problems of rent control and regulation were discussed at these conferences.

Speakers on subcontracting were Mr. Francis J. Trecker and Mr. Joseph Trecker at the Chicago meeting, and Mr. Peter R. Nehemkis, Jr., at Memphis.

Mr. Charles P. Taft, assistant coordinator of health, welfare, recreation, and related defense activities, addressed both conferences.

At each of the meetings, Mr. Frank Bane, Director of the Division, discussed the general subject of Federal legislation to provide assistance in financing community facilities, problems of rent control and regulation, and State defense legislation.

Chairmen or executive officers of State defense councils reported on activities of their respective State councils, and general problems of organization and activities. The reports showed that State and local defense councils are becoming increasingly active in the solution of defense problems in their areas.

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Digest of State defense legislation to be issued

First issue of a weekly digest of State legislative proposals and action relating to the defense program is to be issued

this week by the Division of State and Local Cooperation, Mr. Frank Bane, Director, has announced.

Distribution will be restricted to State and local defense councils and Federal agencies. There is need for such information, it is pointed out, in view of the many measures related to State and national defense that have been receiving consideration by the 1941 legislatures.

Subjects to be covered in the first issue are: Sabotage prevention, explosives, interstate public property protection, State guard, fresh pursuit by military forces, and State councils of defense.

The first five of these subjects are included in the "legislative program for defense" drafted by State officials on recommendation of the Federal-State Conference of Law Enforcement Problems of National Defense. This conference met in Washington, D. C., on August 5 and 6, 1940. Most pending and enacted legislation in those fields is patterned after model bills adopted at that conference. In addition, various States have considered and are acting upon State council of defense acts. Because of their importance, these bills also will be included in the first digest.

Other types of measures related to defense have received State legislative consideration in recent months. These include, for example, bills in the fields of defense housing, zoning and planning, civil rights, firearms, un-American activities, rights of soldiers and sailors, airports, eminent domain, and other types of acquisition of land for defense activities, public improvements, health, recreation, education and welfare, financing of defense projects, taxation related to defense, etc. Later issues of the weekly digest will include pertinent information on such subjects as these.

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Listening posts for foreign broadcasts

The FCC announced establishment, in cooperation with the Defense Communications Board, of special 24-hour-a-day listening posts at strategic points throughout the Nation, to record and analyze foreign short-wave broadcasts directed to the United States. A picked force of 350 technicians, translators, clerks, propaganda analysts, and other experts will be employed on 8-hour shifts to carry on the work, the FCC said.

HOUSING . . .

Defense workers get 1,127 new dwellings in one week; total now 3,879 units

An additional 1,127 dwelling units were made available for defense workers under the coordinated housing program during the week ended March 15, C. F. Palmer, Coordinator of Defense Housing, has announced.

Total occupied defense units

The number of dwelling units now occupied by families of defense workers and enlisted personnel has reached a total of 3,879 in 19 localities of 12 different States. Of the number of units completed, 1,317 are occupied by the married enlisted personnel of the Army and Navy, and 2,562 by civilian workers.

The 19 localities include Baltimore, Md., with 200 units; Montgomery, Ala., 424; Pensacola, Fla., 200; Corpus Christi, Tex., 250; Portsmouth, Va., 300; East Moline, Ill., 97; Columbus, Ga., 312; Rock Island, Ill., 120; Rantoul, Ill., 28; Vallejo, Calif., 200; San Diego, Calif., 100; Long Beach, Calif., 56; Key West, Fla., 50; Indian Head, Md., 20; Charleston, S. C., 200; Fort Knox, Ky., 541; Fort Huachuca, Ariz., 30; Boston, Mass., 873; and Newport News, Va., 78.

Total allocations

As of March 15, allocations had been made for 72,335 units in 133 localities in 46 different States. Increases during the week included an additional 50 units to the Defense Homes Corporation for Jacksonville, Fla. This will raise the total number of units there to 694.

Total contract awards

Contracts had been awarded for the construction of 40,957 units the week ending March 15. Of this number 23,277 were for civilian workers and 17,730 for married enlisted personnel of the Army and Navy.

F. H. A. Housing

	Week ended Mar. 15	Previous Week
New homes started	3,094	2,341
New home mortgages selected for appraisal	5,246	5,287

STATUS OF PUBLIC DEFENSE HOUSING CONSTRUCTION

March 15, 1941

	Funds allocated		Contracts awarded		Completed	
	March 15	March 8	March 15	March 8	March 15	March 8
Number of States and Territories	46	46	37	37	12	11
Number o localities	133	133	88	88	17	16
Number of projects	251	250	141	140	18	17
Number of family dwelling units	72,335	72,301	40,957	39,850	3,879	2,752
Civilian industrial workers	36,820	36,792	17,029	15,922	1,838	965
Other civilians: Employees of Army and Navy	9,739	9,739	6,198	6,198	724	724
Married enlisted personnel	25,770	25,770	17,730	17,730	1,317	1,063

Aid to Democracies

President Roosevelt has announced that a program would be devised to extend aid in foodstuffs and agricultural commodities to Great Britain and other embattled democracies which might include making foodstuffs available for Spain and unoccupied France. The program would be financed partially by funds appropriated for the land-lease program.

Aluminum from common clay

TVA Director Lilienthal stated a pilot plant at Muscle Shoals, Ala., is now extracting alumina—from which aluminum is made—from common clay. The experimental plant produces a ton a day, from which half as much aluminum is recovered, Mr. Lilienthal said. Preliminary figures indicate that the cost of making the vital defense metal will be comparable to production costs where bauxite ore is used, he said.

Establishment of National Defense Mediation Board by President

The Executive order whereby President Roosevelt established the National Defense Mediation Board, March 19, follows:

Whereas it is essential in the present emergency that employers and employees engaged in production or transportation of materials necessary to national defense shall exert every possible effort to assure that all work necessary for national defense shall proceed without interruption and with all possible speed:

Now, therefore, by virtue of the authority vested in me by the Constitution and the statutes, and in order to define further certain functions and duties of the Office for Emergency Management of the Executive Office of the President with respect to the national emergency as declared by the President to exist on September 8, 1939, it is hereby ordered as follows:

1. (*a*) There is hereby created in the Office for Emergency Management, a board to be known as the National Defense Mediation Board (hereinafter referred to as the Board). The Board shall be composed of 11 members to be appointed by the President, of whom 3 shall be disinterested persons representing the public, 4 shall be representative of employees and 4 shall be representatives of employers. The President shall designate as chairman of the Board one of the members representing the public.

(*b*) Each member of the Board shall receive necessary traveling expenses, and each member who, during the period of his service on said Board, is not an officer or employee of the United States shall receive in addition thereto $25 per diem for subsistence expense on such days as he is performing Board duties. Within the limits of such funds as may be appropriated by Congress or allocated to it by the President, through the Bureau of the Budget, the Office of Production Management shall furnish the Board with necessary experts, assistants, officers, and employees, and make provision for the necessary supplies, facilities, and services.

2. Whenever the Secretary of Labor certifies to the Board that any controversy or dispute has arisen between any employer (or group of employers) and any employees (or organization of employees) which threatens to burden or obstruct the production or transportation of equipment or materials essential to national defense (excluding any dispute coming within the purview of the Railway Labor Act as amended) and which cannot be adjusted by the commissioners of conciliation of the Department of Labor, the Board is hereby authorized—

(*a*) To make every reasonable effort to adjust and settle any such controversy or dispute by assisting the parties thereto to negotiate agreements for that purpose;

(*b*) To afford means for voluntary arbitration with an agreement by the parties thereto to abide by the decision arrived at upon such arbitration, and, when requested by both parties, to designate a person or persons to act as impartial arbitrator or arbitrators of such controversy or dispute;

(*c*) To assist in establishing, when desired by the parties, methods for resolving future controversies or disputes between the parties; and to deal with matters of interest to both parties which may thereafter arise;

(*d*) To investigate issues between employers and employees, and practices and activities thereof, with respect to such controversy or dispute; conduct hearings, take testimony, make findings of fact, and formulate recommendations for the settlement of any such controversy or dispute; and make public such findings and recommendations whenever in the judgment of the Board the interests of industrial peace so require;

(*e*) To request the National Labor Relations Board, in any controversy or dispute relating to the appropriate unit or appropriate representatives to be designated for purposes of collective bargaining, to expedite as much as possible the determination of the appropriate unit or appropriate representatives of the workers.

3. Whenever a controversy or dispute is certified to the Board, in accordance with section 2, the Chairman, in accordance with regulations prescribed by the Board, shall designate as a division of the Board such members as he deems necessary to take action with respect to such controversy or dispute, and to perform in connection therewith any of the duties enumerated in section 2; provided (*a*) that no less than 3 members shall be assigned to any such division, and (*b*) that each of the 3 groups represented on the Board shall be represented on any such division.

4. Whenever a controversy or dispute which has not been certified to it in accordance with section 2 is brought to the attention of the Board, it shall refer the matter to the Department of Labor.

It is hereby declared to be the duty of employers and employees engaged in production or transportation of materials essential to national defense to exert every possible effort to settle all their disputes without any interruption in production or transportation. In the interests of national defense the parties should give to the Conciliation Service of the Department of Labor and to the Office of Production Management (*a*) notice in writing of any desired change in existing agreements, wages, or working conditions; (*b*) full information as to all developments in labor disputes; and (*c*) such sufficient advance notice of any threatened interruptions to continuous production as will permit exploration of all avenues of possible settlement of such controversies so as to avoid strikes, stoppages, or lockouts.

FRANKLIN D. ROOSEVELT.

THE WHITE HOUSE,
March 19, 1941.

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Industrial production high, Federal Reserve reports

The Federal Reserve System reported its index of industrial production reached a record high of 141 in February because of the defense program. Increases were noted in plants, aircraft factories, shipyards, and railroad equipment plants, cotton textile, rubber, chemical, and wool industries, while crude petroleum remained at the high rate of the past 3 months. Pig iron, coke, and nonferrous metals production reached "near capacity rates," and the demand for lumber was "sustained in large volume," the report said.

Health of present trainees better than those of 1917, sample analysis indicates

A sampling of findings by approximately 1,000 induction boards in the 9 corps areas indicated that the citizen called into service in 1940 is generally much healthier than the 1917 recruit, the War Department announced March 20.

The figures are based on an examination of 9,714 rejection reports which show that teeth defects are the greatest single cause of disqualification. Approximately three times as many men were turned down because of defective teeth in 1940 than in 1917, proportionately. However, in most other categories the health statistics of the average trainee have taken a salutary leap upward during the lapse of 23 years.

Lung, heart, muscular, bone, and foot defects have decreased more substantially than all other ailments. A slight increase in venereal diseases as a cause of rejection has been noted. This rise is attributed, though, not to an increase in the incidence of such diseases but to the laboratory tests now made to detect them. Where such diseases might have gone unnoticed in 1917, they are now discovered by the technician with his microscope.

The figures used in the present analysis may be altered somewhat when final reports on all trainees have been tabulated. They are presented below in comparison with percentages of rejections in a much larger group of men examined early in 1917, when medical requirements of the Army closely corresponded with those in force in 1940.

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Air base at Baton Rouge

The War Department announced March 18 the award of a contract approved by OPM, to the Perrilliat-Rickey Construction Co., Inc., New Orleans, La.; Barber Bros. Contracting Co., Inc., and Barber Bros. Co., both of Baton Rouge, La., for the construction of a temporary Air Corps cantonment at East Baton Rouge Parish Airport, La. Total estimated cost, $1,441,340.

PRIORITIES . . .

Priority control of aluminum strengthened by new order covering both defense and non-defense supplies

An over-all formula governing the allocation of aluminum for both defense and nondefense purposes—a further step in the control of the metal in the interests of national defense—is set forth in a general preference order issued March 22 by the Priorities Division of the Office of Production Management to all producers, fabricators, and secondary smelters of aluminum.

The allocation formula, rating defense and nondefense needs in the order of importance, is a temporary one, subject to revision in the light of experience.

E. R. Stettinius, Jr., Director of Priorities, signed the preference order which strengthens the priority control imposed on aluminum February 24 and expands it to include the secondary smelters as well as other producers and fabricators.

In addition to the usual grades of aluminum, alloys of which aluminum constitutes the major part are covered in the order.

Subject to the assignment of superior ratings, all defense orders for aluminum are assigned an automatic preference rating of A–10 (in place of the A–2 rating assigned in the February 24 instructions), and it is provided that defense orders for Great Britain will receive the same preference rating treatment accorded Army and Navy and other defense orders.

Producers, fabricators, and secondary smelters of aluminum, the order stipulates, are to make deliveries until further notice according to a schedule, set forth in a supplementary order. The producers are required to fit their deliveries into this schedule and to make reports to the Priorities Division.

Aluminum scrap

In order to cover the scrap field, the order declares that no producer shall enter into a contract for the toll-rolling or other fabrication of aluminum scrap by toll agreement unless authorization for this has first been obtained from the Director of Priorities.

The communication from Mr. Stettinius to the producers, fabricators, and smelters makes it clear that the Priorities Division has given consideration to the need for keeping workers employed as steadily as possible. Because of this, it is said, the Priorities Division, in administering the allocation system, will give special attention to any evidence indicating the possibility of keeping the greatest possible number of workers employed without impeding the defense program.

Preference ratings are set forth by classes in the schedule, and range from those in the A class, at the top, down to a rating of B–8.

Suppliers of aluminum are required to give an A class rating to all defense orders (A–10 if no higher rating has been assigned by the Priorities Division or by the agents of the Army and Navy Munitions Board) and to any other orders, including nondefense orders, on which the Priorities Division may assign class A ratings.

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First of 200 new merchant ships due in 287 days

The first of 7 contracts for the construction of 200 merchant ships of simplified design in the President's emergency program has been cleared with the Office of Production Management and awarded to the North Carolina Shipbuilding Co. of Wilmington, N. C., the Maritime Commission announced March 18.

The contract is for 25 ships at a total estimated base cost of $37,500,000. Delivery of the first vessel is called for within 287 days, and all 25 vessels are to be delivered within 731 days from the date of the contract, which was signed Friday, March 14.

Preliminary work already begun

Preliminary work on construction of the vessels has been carried forward for the last 2 months by the North Carolina Shipbuilding Co. and the Commission without waiting for the signing of the contract. The company has begun construction of a 6-way shipyard at a cost of $5,140,000.

Contracts for the other 175 ships being built in the emergency program are now being negotiated and are expected to be signed in the near future.

The Commission was authorized to construct the 200 emergency ships in a joint resolution which became law on February 6.

The vessels will be 425 feet long, of 10,000 tons deadweight, and will have a speed of 10 to 11 knots.

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THREE NEW CARGO VESSELS

Two C–1 cargo vessels and one C–3 passenger and cargo vessel are scheduled for delivery on March 25 and March 26, the Maritime Commission announced March 20.

The S. S. *Alcoa Prospector,* C–1 cargo vessel, will be delivered on Tuesday, March 25, at the Staten Island yard of the Bethlehem Steel Co. and the S. S. *Alcoa Pioneer,* C–1 cargo, will be delivered on the same day at the San Francisco, Calif., yard of the Bethlehem Steel Co. Both vessels will be operated by the Alcoa Steamship Co. from United States Atlantic and Gulf ports to eastern Caribbean ports and north coast of South America ports.

The S. S. *President Garfield,* the fourth of a series of seven combination passenger and cargo vessels building for the American President Lines, will be delivered on Wednesday, March 26, at the yard of the Newport News Shipbuilding and Dry Dock Co., Newport News, Va., to the American President Lines for its round-the-world service.

These deliveries bring to a total of 74 the number of vessels delivered in the Maritime Commission's long-range construction program.

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Defense for fish and wildlife

To safeguard the Nation's wildlife resources, President Roosevelt has requested that a liaison officer from the Fish and Wildlife Service keep informed of the activities of defense agencies which would seem damaging to fish or wildlife, Secretary of the Interior Harold L. Ickes announced March 19.

Formal operating plan for priorities announced by E. R. Stettinius, Jr.

Following a series of conferences between representatives of the Army and Navy Munitions Board and officials of the Priorities Division, OPM, E. R. Stettinius, Jr., Director of Priorities, announced March 19 that the informal working arrangement between these agencies had been reduced to a formal plan for the operation of the priorities system.

In doing so he made public:

(1) the first Administrative Order of the Director of Priorities providing formal authorization for the handling of priorities for items on the Priorities Critical List by the Army and Navy Munitions Board, and validating previous priorities orders and actions;

(2) the Priorities Critical List, never before made generally public, setting forth all items on which the Army and Navy field services can automatically assign priority ratings;

(3) the official instructions from the War and Navy Departments to their supply, arms, services, bureaus, and offices;

(4) a revised circular bringing up-to-date the description of the priorities system in operation.

(By communicating with the Division of Information, Office for Emergency Management, Washington, D. C., editors may secure copies of the above listed material.)

Ratings for critical items

One of the major changes provided in the formal plan, which follows the temporary working arrangement announced February 17, is that the Army and Navy Munitions Board, its officers and agents, will now administer the assignment of preference ratings to Army and Navy orders not only for prime contracts and first subcontracts (as provided in the February 17 arrangement), but also for all other subcontracts for critical list items entering into such orders.

New critical list

As in the past, the Army and Navy Munitions Board will operate wholly within the framework of the Priorities Critical List. It is of interest to note that a number of new items have been added to the Priorities Critical List, including those recently subjected to industry-wide mandatory priorities, such as aluminum, magnesium, Neoprene, and nickel. Allocation of such products by the Priorities Division will take precedence over ratings assigned by the Army and Navy field staffs when shortages are so acute as to make necessary a diminution of quantities flowing to military channels.

OPM—priorities authority

Authority for the priorities system is vested in the Director of Priorities and the Priorities Division of the OPM, and all priorities certificates will go out over the signature of Mr. Stettinius, but will be actually distributed by the Army and Navy field services when the material involved is on the Priorities Critical List.

Ratings for noncritical items

The Division will continue to handle directly the assignment of ratings for items not on the critical list (including raw materials not on the list), for important civilian projects, and the priority actions for the allocation of certain materials which must be handled on an industry-wide basis. Such direct allocations by the Priorities Division may modify individual priority certificates.

Ratings for Britain

Provisions of interest in connection with the revised system include:

(1) The Army and Navy Munitions Board will assign ratings to prime contracts of certain foreign governments, including Great Britain and Canada, and provision is made for the extension of these ratings to subcontracts.

(2) Only an official preference rating certificate will be binding, but manufacturers will be encouraged to inform their subcontractors and suppliers as to what ratings may be extended to their work if a priority certificate is requested and issued. This will enable subcontractors to plan for readjustments which might be necessary if and when a preference rating certificate is issued.

(3) A completely new set of forms will be issued in operating the priorities system. However, previously issued certificates and extensions, properly issued and executed will remain valid.

Limited blanket ratings

(4) In special situations, such as the case of companies engaged almost wholly in defense work, or in case of special urgency in connection with a particular defense project, the Priorities Division is prepared to grant authority for the automatic use of limited blanket ratings which will be valid for a limited period only. Such limited blanket ratings will include a list of the specific items to which the rating is applicable. A blanket rating of this type was issued to nine crane builders on March 12.

Civilian needs observed

(5) In administering the system, the Priorities Division can give priority aid to important civilian projects, as well as military projects or foreign orders, and will continue to see to it that civilian needs are carefully balanced with defense needs at all times.

Various priorities techniques

(6) The preference rating certificate will continue to be the principal administrative mechanism in the operation of the system. These certificates or ratings may be applied "automatically" to Army and Navy orders by the Army and Navy Munitions Board and its agents for items on the Priorities Critical List. The Priorities Division, however, may also issue specific certificates for individual contracts, whether the items involved are or are not on the Priorities Critical List, and may also use such techniques as blanket ratings and industry-wide priorities for allocations in order to accomplish desired objectives.

(7) The Priorities Critical List will be subject to revision once each month. Items on the list are deemed to include all fabricated parts necessary for the completion, maintenance, or operation thereof, which are designed to meet military specifications, and as designed are not commercially useful for ordinary civilian purposes.

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Labor in arsenals

More than 35,000 workers are now employed in Army arsenals, in comparison with 13,000 in 1939, Under Secretary of War Patterson has stated. Production increases show: small arms ammunition, 500 percent; artillery cartridge cases, 1,200 percent; fire control instruments, 900 percent; artillery shells, 3,000 percent; Garand rifles, 1,600 percent; smokeless powder, 900 percent.

U. S. GOVERNMENT PRINTING OFFICE: 1941

DEFENSE

OFFICIAL WEEKLY BULLETIN OF THE OFFICE FOR EMERGENCY MANAGEMENT

OFFICE OF PRODUCTION MANAGEMENT, NATIONAL DEFENSE ADVISORY COMMISSION, DEFENSE HOUSING COORDINATOR, DEFENSE COMMUNICATIONS BOARD, COORDINATOR OF HEALTH AND WELFARE, NATIONAL RESEARCH COUNCIL, NATIONAL DEFENSE MEDIATION BOARD COORDINATOR OF COMMERCIAL AND CULTURAL RELATIONS BETWEEN THE AMERICAN REPUBLICS

WASHINGTON, D. C. MARCH 25, 1941 VOLUME 2, NUMBER 12

Plant sites to be approved by new committee

Appointment of a plant site committee to review and approve proposals for location by Government agencies of additional plants or facilities required for national defense was announced March 18 by the Office of Production Management.

Recognizing the interest of purchasing, production, labor, and agriculture in the problem of plant site location, Mr. Knudsen and Mr. Hillman appointed the following members of the Office of Production Management organization to the new plant site committee:

Donald M. Nelson, Director of Purchases, *chairman;* Clifford Townsend, special adviser on agricultural and labor matters; Eli Oliver, special assistant on labor relations; E. F. Johnson, chief, aircraft, ordnance, and tools branch of the Production Division; S. R. Fuller, chairman, Production Planning Board.

Decentralize industries

The committee will review and approve proposals made by Government agencies. In reviewing proposed plant locations from funds hereafter to become available under the new production program, the committee will, insofar as feasible, facilitate geographic decentralization of defense industries and full employment of all available labor.

Initiation of projects for new plants and initial suggestions for site locations will continue to be made by the Army and Navy—the legally authorized contracting agencies. The plant site committee of the OPM will work in close cooperation with the plant site boards of the Army and the Navy.

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Put every machine tool to work—consult regional offices, Mr. Knudsen urges

William S. Knudsen, Director General, Office of Production Management, on March 18 issued the following statement:

Nothing short of the practical limit of our available productive capacity is sufficient for the defense job we have now undertaken.

It is imperative that prime contractors subcontract more of their work wherever such procedure will hasten deliveries. Every manufacturer, large and small, who has suitable machinery that is now idle, or that can be made available, must be enlisted in defense production.

In his budget message to Congress at the beginning of this year, President Roosevelt estimated that we had a $28,000,000,000 defense program.

Whatever sum the Congress appropriates to carry out the policy of increased assistance to those nations whose defense is essential to the defense of this country will be in addition to that.

The magnitude of the job is hard for anyone to grasp. It is indicated, however, by comparison, for instance, with the estimated wholesale value of all passenger cars and trucks turned out by the automobile industry last year—$3,184,959,808.

Of necessity, initial orders had to be placed with companies having readily available facilities together with managerial and engineering staffs and the experience necessary to translate contracts of such size into equipment, manpower, and materials.

That every available plant may now be brought into the program swiftly and systematically, I should like to make this suggestion to every factory owner who believes he is equipped to handle a defense contract or subcontract: Write or go to the regional office of the Defense Contract Service at the Federal Reserve Bank or branch bank which serves the region in which you live. Your own bank can tell you the location of this Federal Reserve Bank or branch bank.

The Defense Contract Service has been established by the Office of Production Management, in cooperation with the Federal Reserve System, to assist the Army and Navy in bringing every available manufacturing facility into the program.

Information clearing house

It will serve as a clearing house of information for manufacturers seeking prime or subcontracts, for district procurement officers whom the Army and Navy have had in the field for many years, and for prime contractors who need to subcontract more of their work to speed up deliveries.

The owners of plants that have usable basic machine tools and other equipment

(*Continued on page 9*)

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LABOR . . .

Labor-industry representatives urge increased in-plant defense training

An OPM conference on in-plant training, March 17 and 18, attended by 75 leading employers and union representatives in the metal trades, adopted a series of findings which were drawn up by a joint management-labor committee under the chairmanship of Clinton Golden, regional director of the Steel Workers Organizing Committee (CIO).

The committee recommended that:

1. There be an extension of apprenticeship in accordance with the standards of the Federal Committee on Apprenticeship; that shortening the period of apprenticeship is undesirable and unnecessary; that there be promotion based on merit, and credit given for past experience wherever special ability is demonstrated.

2. There be an expansion of the up-grading program and training of needed production specialists, and that standards for promotion from one job to another are an inherent factor in up-grading.

3. There be an expansion of the supervisory training program within defense industries.

4. The basic premise for all training-within-industry is that management and labor must cooperate locally in the organization of training.

5. (*a*) The general responsibility for training within each industrial plant be delegated to some one individual in the organization.

(*b*) The primary defense contractor with board training experience has a definite responsibility to assist the smaller, less experienced plants in setting up in-plant training, particularly in the plants of subcontractors.

(*c*) The primary contractor assistance can be implemented through the medium of the district organization of the Training-within-Industry Section of the Office of Production Management, and through organized methods of group training of executives, training-coordinators, and instructors in the smaller defense plants.

6. There should be determination of probable labor needs in advance and prior to formulation and institution of any training program. The formulation and institution of any training programs should be closely related to estimated labor needs.

7. The Labor Supply and Training Section of the Office of Production Management should give consideration to the greater integration of the functions of the seven Government agencies engaged in labor supply and training.

8. There be established in each national defense production unit, a definite policy of promotion from within to train effectively through up-grading.

9. It is suggested that the Training-within-Industry Section of the Office of Production Management appoint a research committee to study and make recommendations regarding available labor supply in relation to training needs, and means of implementing more effectively this training.

10. The conference endorses the work of the Training-within-Industry Section of the Office of Production Management, including up-grading, and supervisory training and the work of the Federal Committee on Apprenticeship; encourages further development of the program; and urges management and labor groups in defense industries to give full cooperation and participation in this program.

Conference speakers

The opening session of the in-plant training conference was presided over by Secretary of Labor Frances Perkins. Floyd W. Reeves, executive assistant to Mr. Hillman, was permanent chairman of the conference. Addresses were delivered by William S. Knudsen, Director General, and Sidney Hillman, Associate Director General, of OPM; A. F. Hinrichs, Acting Commissioner of Labor Statistics; Channing Dooley, Director, Training-within-Industry Section, Labor Division, NDAC; William F. Patterson, Chief of Apprenticeship, Department of Labor, and Under Secretary of War Robert P. Patterson.

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Replacements for farm workers

Federal Security Administrator McNutt asked farmers and workers to register with State Employment Offices so that replacements may be obtained for thousands of (farm) workers formerly available for agricultural jobs who now are working in industrial plants producing defense material.

"If there is close cooperation * * * it is anticipated there will be no serious difficulty in obtaining a sufficient number of workers to put in, care for, and gather this year's crops * * *. If the present trends continue * * * before the end of the summer farmers may find it difficult to get the workers they need," Mr. McNutt stated.

OFFICE FOR EMERGENCY MANAGEMENT

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CENTRAL ADMINISTRATIVE SERVICES: Sidney Sherwood, *Director.*

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PRICE STABILIZATION DIVISION OF ADVISORY COMMISSION: Leon Henderson, *Commissioner.*

STATE AND LOCAL COOPERATION: Frank Bane, *Director.*

TRANSPORTATION DIVISION OF THE ADVISORY COMMISSION: Ralph Budd, *Commissioner.*

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Sidney Hillman, *Associate Director General.*
Secretary of the Navy, Frank Knox.
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PRIORITIES DIVISION: E. R. Stettinius, Jr., *Director.*

PRODUCTION DIVISION: John D. Biggers, *Director.*

PURCHASES DIVISION: Donald M. Nelson, *Director.*

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DEFENSE

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Establishment of a Labor Division in the Office of Production Management

An order establishing a Labor Division in the OPM and prescribing its duties and functions, approved by the President March 18, follows:

Whereas Executive Order No. 8629, dated January 7, 1941, in creating the Office of Production Management provided that in addition to certain specified functions, the Office of Production Management shall "perform such other functions as the President may from time to time assign or delegate to it;" and said order provided that in addition to the Divisions of Production, Purchases, and Priorities, there shall be "such other operating divisions as the President may from time to time determine"; and

Finding it essential in the interest of expediting the defense program with respect to the national emergency as declared by the President to exist on September 8, 1939, to conduct within the Office of Production Management certain functions relating to labor requirements and relations;

Now, therefore, subject to the approval of the President, it is ordered that—

1. There shall be within the Office of Production Management an operating division to be known as the Labor Division, at the head of which shall be a Director of the Labor Division appointed by the Office of Production Management with the approval of the President.

2. The Director of the Labor Division shall perform and discharge the following duties and responsibilities, working in close cooperation with, and utilizing to the maximum extent compatible with efficiency, all appropriate departments and agencies of the Federal Government:

a. Ascertain labor requirements for national defense;

b. Develop programs and coordinate efforts for assuring an adequate and trained labor supply for defense purposes;

c. Advise with respect to problems of standards of work and employment in defense industries;

d. Assist in the prevention and adjustment of any labor controversies which might retard the defense program; and

e. Advise and collaborate with the other divisions of the Office of Production Management on all matters affecting labor.

3. The Director of the Labor Division is authorized to establish such organization for the Division as he may deem necessary to the adequate execution of his functions and responsibilities including the employment of personnel, but he shall obtain the approval of the Director General acting in association with the Associate Director General in the creation of the principal subdivisions of the Division.

4. The Director of the Labor Division shall exercise the authorities, duties, and responsibilities assigned to him herein subject to the jurisdiction and control of the Director General acting in association with the Associate Director General, and he shall make such regular and special reports of his actions pursuant to this regulation as may be required by the Office of Production Management.

5. The Director of the Labor Division shall have authority to designate an Assistant or Deputy Director to serve as Acting Director of the Labor Division in his absence or inability to act, subject to the approval of the Director General acting in association with the Associate Director General.

WILLIAM S. KNUDSEN,
Director General.
SIDNEY HILLMAN,
Associate Director General.
HENRY L. STIMSON,
Secretary of War.
FRANK KNOX,
Secretary of the Navy.
Approved: JOHN LORD O'BRIAN,
General Counsel.
Attest: HERBERT EMMERICH,
Secretary.
Approved:
FRANKLIN D. ROOSEVELT.
THE WHITE HOUSE,
MARCH 18, 1941.

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Spreading of defense work discussed in Chicago

In an effort to expedite the spreading of defense work into every available factory in the Middle West, the Defense Contract Service held a regional meeting of national and field officials of the Service at Chicago on Wednesday, March 19.

This was one of a series of such regional meetings, the first of which was held in Washington recently. Arrangements for others will be announced soon.

New plan will coordinate defense training with specific employer needs

Defense training courses will be given priority in the Nation's vocational schools, according to a new plan announced March 21 by Sidney Hillman, Associate Director General of the Office of Production Management. Under this new policy, local representatives of the United States Employment Service will recommend to local schools the types of defense occupations for which workers will be trained together with the number of persons to receive this training.

The plan has been approved and signed jointly by John W. Studebaker, United States Commissioner of Education, and Ewan Clague, Director of the Bureau of Employment Security of the Social Security Board.

Procedures for this new system, developed under the direction of Federal Security Administrator Paul V. McNutt, provide defense training for occupations certified by the National Defense Advisory Commission.

Training for specific needs of locality

Classes for fitting workers into defense occupations will be established on the basis of facts known to the local State public employment offices. Training methods will be devised to meet the specific defense labor needs of any locality where shortages may be arising. The underlying purpose of this new plan is to foster an even closer relationship than now exists between defense training and the known need for workers in defense industry, city by city, and State by State.

The determination of the immediate labor needs of defense employers is obtained by local public employment offices. The determination of the long-range needs in defense areas and defense industries is the function of the United States Bureau of Labor Statistics, working in cooperation with the United States Employment Service and other Government agencies.

Labor and management on advisory committees

This technique recognized that the authority for the operation of vocational schools is vested in State and local boards. These boards have already established advisory committees for training on which labor and management organizations are equally represented.

PRICE STABILIZATION . . .

Change in procedure for used-tool dealers; catalog to be compiled for contractors

A complete catalog of all used machine tools which are for sale anywhere in the United States will be compiled as a result of changes in the method by which tool dealers report their sales, purchases, and inventories under the second-hand machine tool price schedule, Leon Henderson, Commissioner of Price Stabilization, National Defense Advisory Commission, announced March 18.

Defense contractors who need machine tools will be able to inspect this catalog in the Machine Tool Section of the Production Division, Office of Production Management, and will have the help of officials of that Division in getting in contact with dealers who have the tools they need.

Procedure for tool dealers

To make this possible, that section of the used-machine-tool price schedule which relates to the filing of reports by dealers has been simplified, Mr. Henderson said. The change was explained to representative leaders in the industry at a conference in Washington with officials of the Price Stabilization Division and the Production Division.

Previously, dealers were required to render complete weekly inventory and monthly sales reports to the Price Stabilization Division. Hereafter, the dealer need report each tool in his possession only once—either now, as part of his inventory, or when he buys it. If he sells it, the sale also must be reported.

March 25 deadline

By March 25, all dealers must submit reports on machines bought or on hand as of March 15. These reports are being filed in duplicate, and copies will be sent by the Price Stabilization Division to the machine tool section of the Production Division.

Since there will be a separate report on each tool, and since this report will give a full description of the tool, including its price and the name and address of the dealer who has it for sale, the Production Division will thus have a complete list of all the used tools held by dealers and will be able to classify these tools according to type.

Dealers have been asked to attach a picture of each tool to the report whenever possible, in order to make the file complete.

Two-fold purpose

This procedure, Mr. Henderson explained, means that two ends are accomplished by the filing of one report—the Price Stabilization Division gets the data it needs in order to police prices, and the Production Division gets the information it needs in order to help defense contractors find where they can buy tools they need.

All floor-type machines included

Dealers were also notified of a change in the type of machine on which reports must be made. Previously, no machine selling for less than $500 had to be reported. Hereafter, all floor-type machines must be reported regardless of price. Low-priced floor-type machines are much in demand by technical schools, and the Production Division now will be able to complete its file on such machines. This will not only enable it to help the schools get the tools, but will also help the dealers to dispose of them.

Mr. Henderson said that he has been gratified by the cooperation of the used-machine-tool dealers, not only in connection with the making of reports but also in their willingness to abide by the price ceilings.

New forms for the reports have been printed and are being distributed to dealers by the Price Stabilization Division.

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Defense broadcast tonight

"Defense in action," the on-the-spot report of progress along the Nation's defense production lines, will go on the air over a Nation-wide network tonight March 25, 9:30 p. m., E. S. T.

This program, the third in a series, deals with the Training-Within-Industry program. It is produced by the Office for Emergency Management and the Mutual Broadcasting System.

The broadcast will open in Washington where Mr. Channing R. Dooley, director, Training-Within-Industry Program, Labor Division, OPM, will deliver a brief address on "Training for Defense."

Mutual's microphones will then swing about the country picking up in turn New York City, Buffalo, N. Y.; Paterson, N. J.; Denver, Colo.; and Cleveland, Ohio.

Cattle hides sufficient—price increases unwarranted

Leon Henderson, Commissioner of Price Stabilization of the National Defense Advisory Commission, asserted March 17 that increases of 1½ to 2 cents which have taken place in packer hide prices and hide futures since the middle of February appear to be speculative and not warranted by actual supply conditions.

Available reports indicate that as of January 31 the total visible supply of cattle hides and cattle-hide leather amounted to 13,850,000 pieces, compared with 13,350,000 a year ago, he pointed out. Moreover, domestic cattle slaughter is higher than last year and imports from October through January were the largest in many years, averaging more than 500,000 a month.

"These figures," said Mr. Henderson, "do not indicate any present danger of a shortage of hides.

Army shoe orders

"The net additional demand for leather due to Army shoe orders is only a small percentage of total leather consumption and cannot cause any difficulty in supplying normal leather requirements.

"With only the United States and Great Britain now active in the Argentine markets, export supplies there at reasonable prices should be ample.

"While some temporary shipping difficulties have been encountered, it is known that the Government has this situation under close study and will undoubtedly take steps to correct any serious problems in this respect."

Price schedule for secondary aluminum and scrap issued by Mr. Henderson

A price schedule setting ceiling prices for aluminum scrap and secondary aluminum, pegged to current prices for virgin aluminum, was issued March 24 by Leon Henderson, Director of the Price Stabilization Division, National Defense Advisory Commission.

High price levels attained by aluminum scrap and secondary aluminum during the past month made this action necessary, Mr. Henderson explained.

"This price schedule will be fully enforced," he said. "The powers of the Government to place compulsory orders, to condemn or requisition properties, to issue priorities, and to use other powers to carry out the defense program will be exerted to the utmost against any person whom we find to be disregarding these selling prices."

Inflationary prices higher than for virgin metal

Prices of aluminum scrap and secondary aluminum have recently been subjected to serious inflationary pressures, Mr. Henderson asserted, both because of the failure of the sources of virgin aluminum to meet current demand—especially the demand of fabricators making items for civilian needs—and because of the recent issuance of a priorities order restricting the use of virgin aluminum to defense purposes.

Under normal conditions, he continued, prices for secondary aluminum do not exceed prices for virgin aluminum. Recently, however, the Price Stabilization Division has received reports of sales of aluminum scrap reaching prices as high as 32 cents a pound—almost double the price of the virgin metal.

"Such prices are not required to draw out aluminum scrap," Mr. Henderson said. "They are merely the results of a speculative demand which has built up inflationary prices. There are supplies of scrap, and these supplies will be tapped at reasonable prices, once it is understood that the Government will not tolerate prices above a fair maximum."

Allowance for reasonable profit

The new price schedule establishes two ceiling prices for aluminum scrap. The lower ceiling applies to the first sale of aluminum scrap from the maker to any other person. The higher ceiling applies to any sale of aluminum scrap thereafter by any dealer or other person to any smelter, foundryman, fabricator, or other dealer. The two ceilings are fixed f. o. b. the point of shipment and will allow the dealer a margin of 1½ cents per pound on clippings, borings, and turnings, and 1 cent per pound on other types of aluminum scrap.

The maximum prices for secondary aluminum ingot are applicable to any sale or purchase of secondary aluminum ingot by any person. Like the scrap schedules, these prices are made f. o. b. the point of shipment. They leave a spread of 3 to 4 cents per pound for the processors' costs and profits.

"These ceiling prices," Mr. Henderson stated, "will give ample allowance for reasonable profit to both dealers and smelters. However, recent demand for secondary aluminum indicates that there may be some effort on the part of manufacturers and fabricators to purchase scrap direct from dealers, thus circumventing the smelter. To forestall this movement, the schedule requires dealers to report any sales which they make to any person other than a smelter."

One exception

The new schedule will become effective immediately in a market of already inflated prices. Consequently, a method is provided by which smelters and dealers who have acquired inventories at prices above the new maximum prices to meet previously arranged firm commitments for sales above ceiling prices may secure an exception from the price schedules in order to carry out these firm commitments on the original terms. However, it should be noted that this exception will not be permitted beyond the amount of inventories already acquired either by the smelter or his dealer to carry out the commitment. With this one exception the maximum prices set forth in the new schedule become immediately and absolutely effective regardless of any preexisting contracts.

This schedule is the second to be issued by the Price Stabilization Division. The first schedule, issued February 17, established ceiling prices for second-hand machine tools, relating the ceiling prices to the prices of equivalent new machine tools. "To date," Mr. Henderson stated, "reports seem to show 100 percent compliance."

Mr. Henderson added that schedules are imminent in iron and steel scrap as well as zinc scrap, and that apparently unwarranted price increases in various other industries have been reported during the past few days.

"Should these movements continue, price ceilings will have to be established in these industries," he said. "We hope that this action will not be necessary, but if it is, we are ready to enforce reasonable price limits."

Reserve pool

Producers of aluminum (not including fabricators) are required to set up a reserve pool of the metal by setting aside 1 percent of production scheduled each month. From this reserve the Priorities Division can make allocations to meet emergencies, and such orders will take a rating of B–1, thus being placed lower than any orders in class A.

Miscellaneous ratings

Orders for repair or replacement parts for existing apparatus which is needed to preserve essential services and to maintain maximum production will take a rating of B–2.

A rating of B–3 will be applied to orders for products essential to the protection of public health and safety.

A rating of B–4 will apply to orders for standard apparatus which cannot be redesigned to use substitutes for aluminum without serious disruptions and for which there is substantial use in defense channels.

Consumers requiring less than a total of 1,000 pounds of aluminum a month will temporarily receive a rating of B–5 on their orders, this rating being subject to revision.

Customers for aluminum who produce articles in which the metal does not exceed 2 pounds per $100 of final sales value of the article will get a B–6 rating. This rating is applied in an effort to keep a relatively large number of workers employed through the use of relatively little aluminum.

A rating of B–7 will apply to products in which no reasonably satisfactory substitute for aluminum is available.

The lowest rating given, B–8, will apply to products in which a reasonably satisfactory substitute for aluminum is available, or can be made available.

One section of the order provides that users of aluminum with preference ratings from B–2 to B–8 inclusive shall, for the time being, receive no more than stipulated percentages of the average 1940 shipments which they obtained from the same producer for corresponding purposes. These percentages, ranging from 80 percent to 10 percent, are set forth in the order.

The producers affected by the order will be required, as in the past, to submit their orders to the Priorities Division once each month. This requirement now extends to the secondary smelters.

The action taken March 22 follows a memorandum sent to Mr. Stettinius by Dr. E. M. Hopkins, chairman of the Minerals and Metals Group of the Priorities Division, in which the new form of control is recommended.

PRODUCTION . . .

New conservation unit will direct work in field of strategic metals and materials

The Office of Production Management on March 23 announced that it had established a unit to direct the conservation, reclamation, and substitution of strategic metals and materials essential for defense.

Robert E. McConnell, engineer of mines and former president and director of various research, investment, and development companies, heads the new unit. It will be known as the Unit of Conservation in the Materials Branch of the Production Division.

Mr. McConnell will encourage and direct private industry and others to carry on research in this field and to apply lessons already learned by England and various agencies of this Government. Planning ahead for the requirements of the defense program, he will study the effect suggested substitutes would have on the raw materials situation.

Keeping reclaimed strategic metals flowing smoothly into consumption by the defense industries will be among the problems with which Mr. McConnell will deal.

An effort will be made to hold to a minimum the economic dislocations which may result from the adoption of substitutes.

A large number of private companies are now making voluntary substitutions and savings of strategic materials. For instance, the telephone industry has developed means of conserving aluminum, nickel, and zinc and, to some extent, magnesium. Steel instead of aluminum dial wheels are being used on new telephones, and phones equipped with less nickel and zinc are being tried out.

Study is also being given to the possibility of making savings of manganese in the steel industry.

Rubber and tin, themselves vital defense materials, synthetic rubber and copper are being tried out as substitutes for such uses as aluminum in refrigerator ice trays.

A number of aircraft builders are making tests to see how and where plastic materials may be used in place of metals, such as aluminum, in cowl covers, engine baffles, and flooring.

Satisfactory substitutes for tungsten are possible of development. Tungsten is an essential alloy for certain steels.

Possibilities of plastics are being explored by automobile manufactures and by the makers of refrigerators, washing machines, vacuum cleaners, and other household equipment.

E. R. Stettinius, Jr., Director of Priorities for the Office of Production Management, has urged all manufacturers who have not already done so to give attention to the development of plastics. He made this appeal February 14 in the interest of conserving metals such as aluminum, magnesium, zinc, and nickel.

Miss Harriet Elliott, Consumer Commissioner, National Defense Advisory Commission, has also urged consumers to buy substitutes for aluminum household products "until aluminum production becomes adequate for both military and civilian needs." These substitutes include enamelware, flameproof and heatproof glass, cast iron, and earthenware.

Mr. McConnell has had previous experience with problems arising from the organization of industry for defense. He was an officer in the Naval Reserve, in charge of the Navy's nitrates section, during the World War.

The chief of the new unit in the Office of Production Management formerly was president of Mayflower Associates, an investment company dealing in the search for and development of raw materials deposits; the Hazeltine Corporation, a radio research company; the Centrifugal Pipe Corporation, and the Pilgrim Exploration Corporation. He formerly was a member of the firm of Foster, McConnell & Co., and a director of numerous corporations, including Rhokana Corporation, Ltd., one of the largest copper companies in the world, operating in Rhodesia; the Cypress Mines Corporation, Esterbrook Steel Pen Co., Simmons Co., and Fohs Oil Co.

Mr. McConnell was born in Colorado and took his degree as an engineer of mines from Columbia University in 1910.

He is now a trustee of the American Museum of Natural History.

Prime contractors playing orders "too close to vest"

An appeal to manufacturers to enlist all available facilities in defense production through the Government's new Defense Contract Service, was made March 22 by Peter R. Nehemkis, Jr., chief of the special assignments section of the Defense Contract Service, a branch of the Division of Production, Office of Production Management.

In an address at Memphis, Tenn., before the State Defense Councils of North Carolina, South Carolina, Tennessee, Georgia, Florida, Alabama, Mississippi, Arkansas, Louisiana, Kansas, Oklahoma, and Texas, Mr. Nehemkis said: "Prime contractors are still playing defense orders 'too close to their vest' to put production into high gear.

"Until we mobilize the men and machines of the medium and small shops—even the smallest garage and repair shops on the back streets and alleys—the industrial throttle will only be half open.

"I can confidently state that the Office of Production Management is convinced that we must accomplish in the next few crucial months a widespread farming-out of defense orders if we are to meet our stated obligations to the democracies of the world.

"We want this to be done on a voluntary basis by the prime contractors. That is the democratic way."

Record plant expansion

Mr. Nehemkis said that a capital investment of $2,138,054,806 has been made in 784 new plants since June 1940, and that this represents the greatest expansion of industrial plant capacity in the Nation's history.

Mentioning that defense contracts placed from June 1940, through March 8, 1941, aggregated more than 12 billion dollars, Mr. Nehemkis said that this is "only the first down payment on the bill of freedom."

Germany's investment

He said it has been estimated that Germany's present military establishment cost 90 billion marks; that Nazi Germany is spending probably 60 percent of her present national income for her war effort; and that Great Britain is currently spending about 50 percent. To date, he continued, United States defense expenditures represent less than 10 percent of this country's current national income.