

a very important piece of war equipment that doesn't go on the water or under the water or on the land. (*Laughter*)

Now, if you can't make actual materials, you can do this: If you have, and most of you have, a good master mechanic or a good top sergeant machinist, he can take some of your own men, who perhaps are going into the army anyway, eventually, and who have had mechanical experience in operating some of your machines, and teach them the rudiments of machine shop practice, so that as we get deeper and deeper into the production and manning of these 60,000 planes, we will have the necessary ground forces to take care of them. If we don't do it, Gentlemen, it is going to be necessary, as you can see it as easily as I, to do some very heavy conscription in order to produce the necessary mechanics.

Furthermore, you ought to be studying, as we are studying for you, and very shortly you will hear from that study, the possibility of what you can do in your own establishment. You can't make much on printing presses. A linotype won't turn out machine gun bullets, but you might like to know that the backing metal that comes off your old plates has exactly the proportionate composition that goes into machine gun bullets—exactly the same—and one of the reasons why we are asking you to loosen up on these old metals and turn them in, first, through your own melting facilities that you may keep your inventory up where you would like to have it, provided you don't get beyond old PR-1, and that comparable minimum working inventory, is to get that out into the scrap piles, because next June, July and August, when all of these munition and other plants that are now in process of construction get into full swing, if we think we have had any shortages now, there won't be any necessity for any speakers out of Washington telling you that you have a shortage then.

Certain plants have already demonstrated that they can fabricate gasmasks, others, 19 plants already we have discovered, actually printing plants, are making some part of some piece of equipment. I was surprised to find, when I went down over Sunday to look into my own place that I hadn't seen in three weeks, to be shown with considerable pride—I have to be careful how I describe it—a very nice piece of ratchet-looking equipment, which I am told has to do with a motivating equipment, something like what I described a moment ago, (*laughter*) which they were all ready to produce. I said, "You have certainly stolen the march on me, because I was about to call you up and ask you to do something so that I might at least say that my own establishment was trying to get in the swim."

We found 19 plants, some of them very heavily involved. The whole pulp and paper industry, which as you know is very well equipped in all sorts of machine shop equipment, is doing a very excellent job in Canada—practically 100 per cent—and we hope through the pulp and paper branch, according to Mr. McKenna, to have those in the United States doing likewise; and certainly we, the larger industry, even though we have fewer establishments that have machine shops, want to be doing our part.

We have before us in the branch at present, other serious questions of disruption, which bring about a greater need for conversion. In the city of Detroit, 4,500 printers employes are facing ultimate, almost complete unemployment, because the great automotive industries of the nation have been converted to direct combat equipment production. Over in Akron, the same thing is true of a lesser number. We had a call on the telephone just before I left yesterday from St. Paul. We have calls in from seven or eight other cities. I have now in the conversion division, the question of sending an engineer into the city of New York,

to look into what seems to be a very small industry, but is totally wiped out by the same condition, that of the sample card industry. There are no more sample cards to be made on the volume that have been made, and some 2,200 people are involved. We are trying to find out if those girls that work in that series of plants, because of their aptitude to handle and place in position little and big samples, can't be put into some form of assembling work. Have you ever thought if the men who work in the technical spots of your plants are fundamentally trained in precision work? The girls who handle your pasting, the girls who feed your sewing machines, the girls who work everywhere through your plants on specific pieces of meticulous work, have already the inherent characteristic that goes well with all sorts of assembly.

Now, the conversion section is getting very, very busy, and you will hear something through this branch and through them very shortly.

PD-25-A

Now, one last thing: I imagine that most of you have viewed with some trepidation, if not concern, a very small piece of printed matter. I think it had about 12 sheets, about 15 inches wide, and about 24 inches long, and it had a very simple title at the top. It was known as the "Production Requirement Plan," and it had an abbreviated title known as PD-25-A. Some plants have decided they wanted to come in under the production requirement plan, which is purely voluntary today. It is intended or was intended, I should say, originally, to hit in more particularly to those industries heading into the production of war material. Obviously, it fits the printing and publishing industry. Its design is to provide a definite allocation rating, for your particular establishment on certain critical materials. It involves a quarterly inventory. It involves considerable other detail. It is already being worked very satisfactorily in a number of industries.

As it came up to your particular branch, we viewed it as we view everything that comes before us, remembering that our task is a dual one: First, to bring down to you in understandable language if we can, the promulgations, orders and regulations of the War Production Board on the one hand, and in turn, to represent you as an industry, as your advocates in the council of the War Production Board, and when we looked that over, and we considered how it would apply, we thought back to where we realized you have no priorities on paper, and we don't anticipate that there are going to be any, if you don't continue your present forward buying to too great an extent, and your customers don't bulge out your warehouse walls any further than they are at present. Then we looked across and saw that you had an A-10 rating, which puts the printing and publishing industry within the veritable fringe, it is true, but nevertheless, within the category of a defense industry. So, we said you didn't need it there, and then we looked across to our wire stitching and realized that as critical conditions developed, it was our plan to promulgate special orders, which in some cases we may not get through, it is fair to say, but so far, we believe we can, to provide those essential and critical materials you need for processing supply.

And so, we came to this conclusion, that you as an industry, would be better off today, not to voluntarily undertake the PD-25-A, which is known as the "Production Requirement Plan," because when you do that, you immediately give up your A-10 priority rating for all repairs, maintenance and operating supply, and you have gained what will be an arbitrary, independent, although correlated allocation rating on those materials that you desire, providing they are critical.

If you need no order, no preference rating to get them, be-