Commandant’s Address
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ity. This is a big nation and we have in the nation a big industrial plant, but we cannot undertake to coast along and depend on bigness alone to solve our production problems. Every minute must be utilized to its last second and we must put into this effort every ounce of our energy, every part of our capacity to think, in order to get more and more of the materials of war to the places where they will be most effective.”

Selected as Leaders

“You men have been selected as leaders in this movement to increase production. The ability of the American workman to work out new and better methods is well known. His intelligence level, which is a product of the American industrial system and the American way of life, is high. All he needs, to do a better job, is to know that it must be done and to have the opportunity to get the ideas he contributes to those who are to take action on them.”

“Your part in this job, in addition to your personal contribution to production is to provide leadership, to provide encouragement, to bring home to your associates in the section the need for more and more production, and to see that those in your group have the facilities for getting the product of your joint thinking translated into accomplishment.”

“Probably the most important item to receive the attention of the War Production Committee is the reduction of standby time and other time lost to production. In a large operation such as ours, the tasks are complex and varied, and there is bound to be some lost time. It is highly improbable that we will be able to eliminate all of it, but when we know why every minute counts, we will do all we can to get it to the irreducible minimum. I have been particularly impressed by the work you have done in eliminating lost time by reason of trade jurisdiction. Many operations formerly involving the workers of two or three shops are now done by one shop. Servicing formerly done by another trade is now done by the shop organization. Work is done promptly and quickly by those in the best position to do it. Those high in industry and in labor have agreed that these things are necessary as a wartime measure. The movement to put aside old practices in the interest of expediency for the duration of the war has the approval of the presidents of both major labor organizations.”

Planning the Job

“Another point from which we may approach the saving of valuable man hours is in planning the job. If a worker goes to a job and finds that he will be unable to start work in a reasonably short time, he should look up his supervisor and let him know what the situation is. In this manner, hours and hours can be recovered for production. There are many other ways of improving the productivity of the yard—improvement of machines, better personal planning of the job, elimination of paper work and flow of work through a shop or department. These are things that concern the War Production Committee and which should receive attention at your shop committee meetings.”

WPC Teammates with Management

“I want you all to feel that every member of management is wholeheartedly supporting your activity and appreciative of what you are doing. We look on you as teammates in meeting the most serious challenge our country has ever had to meet. As you see this picture and realize the importance of our job, we ask that each of you take the task to yourself of telling others what you have seen and to emphasize the obvious fact that there is still much to be done.”