

CHANGES MADE IN PERSONNEL

Camp Davis Red Cross Staff Has Several Variations In Complement

Hiram W. Person, field director for the American Red Cross at Camp Davis, has announced several changes in the personnel of his staff.

Miss Martha Mahan, assistant field director assigned to the station hospital, has been transferred to Fort Belvoir, Va.; Mrs. Elizabeth Frey, social worker, to Fort Bragg, and Miss Angela Whitlock, another staff member, has resigned.

Although these three women are leaving, their places will be filled by transferring new workers into Camp Davis.

Miss Rose Lee Henderson, Inghamton Gap, Pa., will be chief recreation worker; Miss Rosemary Smith, now on duty at Fort Bragg, will be a new medical worker, and Miss Hilda Kirker, of Fort Belvoir, will fill the position of assistant field director.

In announcing the changes, Field Director Person complimented the women leaving Camp Davis for their work while stationed there.

Among several causes of alfalfa yellowing are the lack of potash and boron in the soil, alfalfa wilt and leaf hopper injury.

New Boat For Fighter Planes



Demonstrating a new one-man rubber boat for use in fighter planes is Ralph Douglas. He is shown bailing out some of the water that splashed into the rubber lifeboat while he was inflating it in the East river in New York city. The boat can be inflated almost instantly by a pilot forced down in water and weighs only twelve pounds. It is carried in a small pack on the flier's back.

TODAY and TOMORROW

BY WALTER LIPPMANN

Mr. Nelson At The Crossroads

The center of the trouble about materials and the only place where an effective remedy can be applied is quite clearly in the War Production Board. The United States is not short of materials; as compared with our enemies', our resources are immense. What we are short of is the lucid, orderly and firm command of the flow of materials from the mines to the armaments. That is the business of the War Production Board, and the main reason for its existence.

Now that the task of constructing new facilities and of converting old ones has been so successful-

and of civilian bondpoggling—as for example, the purchase for the O. C. D.'s fire wardens of rope made of sisal from Java, Manila and East Africa. Finally, it is felt at the highest level of the military command where decisions have to be taken without a thoroughly reliable knowledge of the true productive capacity of the country.

The central defect in the W. P. B. is that it lacks adequate records, and therefore does not really know where all the critical materials are and what is being done with them. Lacking this knowledge the W. P. B. cannot and does not control the flow of materials. Lacking control, it is unable to enforce rigorous economy and conservation. Lacking knowledge and control, it cannot and does not give the high command a good enough picture of what is happening, what is going to happen, what can be done and what it would mean to do it. Mr. Nelson is in the position of a very rich man who does not really keep books and has let all his cousins and his aunts open charge accounts which he has agreed to meet. The richest man in the world would soon begin to feel poor.

Mr. Nelson's cousins and aunts are the armed services, the civilian services, private business, lend lease, our good neighbors and the neutrals. The total of what they would all like to have is, of course much greater than the supply. It would seem, then, that the problem is to cut the total demand to the size of the supply, and then to assign to each cousin and each aunt his portion.

That, of course, is done. And that would be enough if the supply of materials were one pie and the cousins and the aunts were all going to eat it at the same time. But, in fact, the supply is not all finished and ready to use now; it is being produced continuously. In fact, also, the consumers do not need all of their portions at the same time; they work schedules which call for the use of materials over a period of time. The real problem, therefore, is to see that what is needed at each plant gets there when it is needed, not too late, of course, but also not too soon that the materials stand idle while some other plant which needs them at once has to shut down.

This control of the flow of materials is one of the essential secrets of great industrial organizers like Ford, Sorenson, Keller, Girdler, Kaiser—to name only a few of the best known. It is the function of W. P. B. to apply a similar control of the flow of materials to the war industries as a whole. It is a Herculean task. But it has to be accomplished and it can be accomplished. A great deal of time has been lost, which is now going to be paid for in lost production, because Mr. Nelson has not yet begun to lay the foundations of a system of control which in fact gives him command over the flow of materials. He has relied almost entirely on persuasion, patience and priorities, when what is needed is a tough regimentation by which he knows each day where all his materials are and can order them sent where they ought to be.

The loose, chaotic and undisciplined system of W. P. B. is so unsatisfactory that it has caused a reaction which takes the form of a demand for the military control of production. No doubt this would be a mistake. Nevertheless, the demand throws a strong light on what is wrong and how it needs to be remedied.

Mr. Nelson, it is now quite evident, is by his experience a great procurer of supplies that already exist. He is the great purchasing agent, the great quartermaster, but he is not an organizer of production. So he needs under him an industrial organizer, invested with all his authority, and probably some more besides, to direct the movement of material from the mine to the finishing shop.

Such men are available. Yet the appointment of such a man would not in itself cure the trouble. The reason is that the War Production Board is much too civilian in its procedure and mentality. Since the task is to regulate and control war industry, it is necessary to have a discipline and a chain of command akin to the military in the men who regulate and control. Otherwise, Mr. Nelson's directives, or the commands of his deputy for production, will tend to dry up like a river that ends in the desert. That is the real trouble with the dollar-a-year-man system—not that these men are not devoted and disinterested, not that they are not highly competent—but that they are volunteers who lack the necessary discipline and command to operate coherently under war conditions.

Putting all of them in uniform is probably not the right solution. But nevertheless the proposal in-

dicates what is missing in the present system, and we may conceivably, if no alternative can be devised, be driven to the militarization of most if not all of this essential war service. There are grave objections to it. But in the case of the Army's Air Transport Command we can also see the great advantages of recruiting civilians and militarizing them. The immensely complicated business of air transport is being operated superbly by the private airlines of the country; the operation is directed by airline officials who have been given army commissions.

There are in the organization, so I have been told, only three regular army officers. Thus the high-level civilian talent has been put under discipline and the hierarchy of command, and in this service the thing works admirably.

Mr. Nelson will have to find some effective equivalent if the W. P. P. is to do what it must do.

One of the pleasantest things in the world is going on a journey; but I like to go by myself.—William Hazlitt.

WANTS TO GO BACK

TALLAHASSEE, Fla., Aug. 5.—(AP)—Governor Spessard Holland had a letter from P. R. Brown in Texas.

Brown wanted the state to pay his expenses back to the Florida prison from which he escaped 20 years ago.

"I've been going from better to worse and can hardly get along now," said the letter.

SKILL IS GREATEST
Let each man pass his days in that wherein his skill is greatest.—Propertius.

HOW WELL

It matters not how long you live but how well.—Publius Syrus.

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