

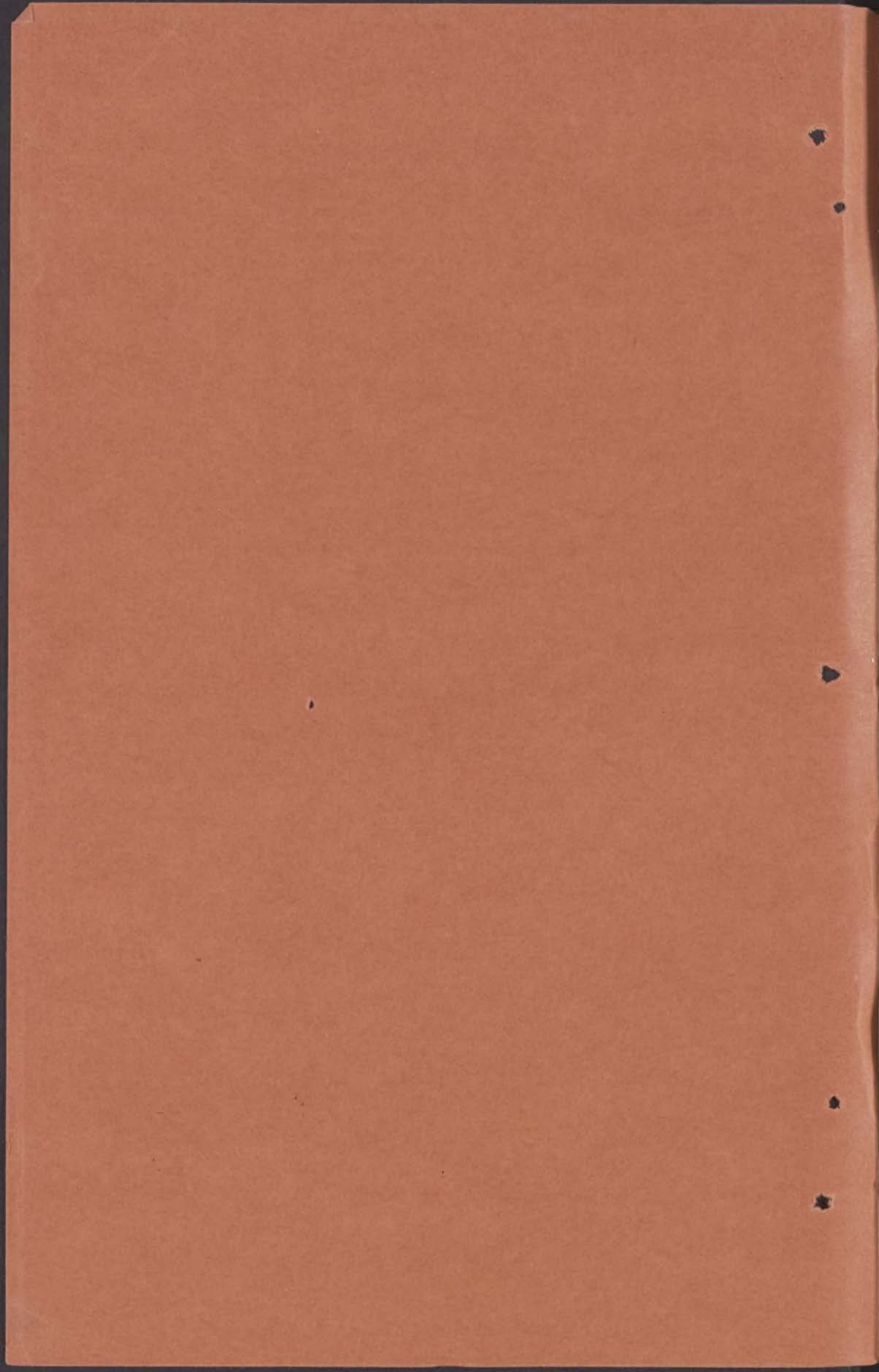
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No. 5

# handbook

OFFICE FOR  
EMERGENCY  
MANAGEMENT

**FUNCTIONS AND  
ADMINISTRATION**



THIS NATION OF FREE MEN is engaged in an all-out effort to defend its freedom.

WHY?

- Because our security is threatened from without by guns, tanks, planes, and ships aimed at the heart of democracy.
- There are also those who would destroy it from within.
- Their scheme is to stimulate doubts deliberately as to the motives of the majority and the majority's democratically elected leaders.
- They try deliberately to confuse public thinking by false statements and insidious suggestion.
- They hope to prevent, or at least delay, prompt and decisive action for defense.
- They are doing a job for Hitler, who has said:

*"Mental confusion, contradiction of feeling, indecisiveness, panic; these are our weapons."*

If you have doubts about any phase of defense:  
**ASK FOR FACTS!**

**Division of Information  
Office for Emergency Management  
Washington, D. C.**

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### INSIGNIA

# FOREWORD

## DEVELOPMENT OF DEFENSE AGENCIES

An aroused America has been arming for defense since the early summer of 1940. It has been moving toward becoming "the arsenal of democracy" since the enactment of the Lend-Lease Act on March 11, 1941.

Both jobs, now being done concurrently, are making ever-increasing demands on the Nation's resources—its industries, its manpower, its raw materials.

The direction of the rearmament program is clearly a function of the President. But it requires an elaborate administrative organization. To do this job Mr. Roosevelt has established defense agencies which act as his extra eyes, hands, and brains.

Defense production entails many problems: The building and equipping of factories, the recruiting of skilled labor, the provision of adequate raw materials, the restriction of civilian uses of scarce metals.

Large-scale manufacturing of weapons of war causes serious dislocations in civilian life. Thousands of families move to new industrial centers only to find no homes in which to live. Prices rise. Wage earners demand higher pay to meet the cost of living. Employer-labor disputes slow down production.

America's defense agencies are of an emergency character, designed to solve these and many other problems. They were created by executive authority of the President rather than by act of Congress, because they are designed to do these special jobs made necessary by the threat to American security.

Roughly, these agencies are divided into two groups—those which exercise executive authority delegated by the President and those which coordinate the operations of permanent and temporary agencies in the interest of National Defense.

## DEFENSE ADVISORY COMMISSION

The first agency established to solve these defense problems was the seven-member Advisory Commission to the Council of National Defense.\* This was on May 29, 1940.

The Council of National Defense actually had been in existence since the World War. It was created by act of Congress approved August 29, 1916, but had been inactive since the 1918 armistice. Six Cabinet members form the council: the Secretaries of War, Navy, Interior, Agriculture, Commerce, and Labor.

The 1916 act authorized the council to nominate, and the

\* The seven members of the National Defense Advisory Commission were: William S. Knudsen, in charge of industrial production; Edward R. Stettinius, Jr., industrial materials; Sidney Hillman, labor; Leon Henderson, price stabilization; Harriet Elliott, consumer protection; Chester Davis, agriculture; and Ralph Budd, transportation.

# FOREWORD

President to appoint, "an advisory commission of not more than seven persons," each of whom would have some special qualifications for the task at hand.

Actually the Office for Emergency Management was created a few days earlier than the National Defense Advisory Commission. On May 25, 1940, the President established the OEM by administrative order because of a "threatened national emergency."

The OEM is a part of the Executive Office of the President and consequently under his personal direction. This direction is administered through an administrative assistant, now Wayne Coy, who maintains a liaison between the OEM agencies and the Chief Executive.

The National Defense Advisory Commission was advisory in character. As the defense program developed in magnitude the need for an administrative mechanism became apparent.

Consequently, an administrative order was issued on January 7, 1941, providing that the activities and agencies of the Advisory Commission were thereafter to be coordinated through the OEM. The Commission continued in existence but became inoperative as its functions gradually were absorbed by new divisions.

The Office of Production Management was created on the same day that the OEM replaced the Advisory Commission as the over-all coordinating defense organization. Its activities also were to be coordinated through the OEM.

The OPM was designed to be the production arm of the defense organization. Its job was to plan, stimulate, and direct the manufacture of planes, tanks, ships, and guns, and the building of the plants that make them.

At the outset its functions were performed through three operating divisions: Production, Priorities, and Purchases. A Labor Division was created on March 18, 1941, by the OEM Council.

Meanwhile, other problems of defense were being tackled by other agencies.

The Office of the Coordinator of Commercial and Cultural Relations Between the American Republics had been established by the Council of National Defense on August 16, 1940. Some months later its name was simplified to the Office of the Coordinator of Inter-American Affairs.

Certain functions of the Consumer Protection Division of the Defense Advisory Commission were transferred by Executive order on December 3, 1940, to the Federal Security Administrator. The Council on National Defense followed by design-

CREATION  
OF OPM

# FOREWORD

nating the Administrator also Coordinator of Health, Welfare, and Related Activities. Some months later this office was simplified to become the Office of Defense Health and Welfare Services.

A few days after the establishment of the OPM the Division of Defense Housing Coordination was created by Executive order. It absorbed a similar division of the Defense Advisory Commission.

On February 28, 1941, the President reallocated to the Office for Emergency Management funds which had been made available to the Defense Advisory Commission. At the same time he authorized the establishment of a Division of Central Administrative Services and an Information Division within the OEM to serve the several agencies.

As employer-labor disputes threatened to slow up defense production, the National Defense Mediation Board was created on March 19.

In an effort to forestall inflation and to curb rising living costs the President a few weeks later established the Office of Price Administration and Civilian Supply. OPACS continued with renewed vigor the price-control activities started by the Price Stabilization Division of the Defense Advisory Commission.

Absorbed in OPACS, but with its own separate identity, was the Consumer Division of the Advisory Commission.

When an overlapping of authority in the allocation of limited civilian supplies between OPACS and OPM became apparent, Presidential orders were issued to straighten out the tangle. OPACS became OPA as the Civilian Supply Division was transferred to OPM.

Because priorities had become increasingly more important due to a scarcity of many materials of both military and civilian production, the Supply Priorities and Allocation Board was set up within OEM to direct the distribution of these materials among defense and essential nondefense industries. SPAB and OPM were given much broader powers as all priority control was centralized.

The President ordered the reorganization to speed all-out defense.

OPM reshuffled its administrative set-up, created a Materials Division, and assigned 28 industrial branches among the Divisions of Production, Purchases, Civilian Supply, and Materials. These branches became the operating units handling all problems dealing with a specific industry.

**INFLATION  
ATTACKED**

# FOREWORD

Coincidentally, the Defense Contract Service, which had functioned as an instrumentality of the Production Division, was raised by Executive order to the status of a division with the title Division of Contract Distribution. The move was made preparatory to a more intensified promotion of subcontracting of defense contracts, and to alleviate employment dislocations caused by the inability of civilian industries to obtain supplies for their normal peacetime production.

Meanwhile, following enactment of the Lend-Lease Act, the Division of Defense Aid Reports had been established by the President to keep Congress and the country informed as to the progress of the program for aiding Britain and the other democracies in their fight with the Axis Powers.

The Office of Civilian Defense was created May 20 to direct the volunteer activities of the average civilian in the defense program. It absorbed the Division of State and Local Cooperation, which began coordinating State and municipal defense activities while a part of the Defense Advisory Commission.

Other phases of the defense effort had not been neglected. A Defense Communications Board had been appointed early in the program to prepare for coordination of all communication facilities in the event of a national emergency. The Office of Scientific and Research Development and its predecessor, the National Defense Research Committee, were working quietly on scientific problems relating to national defense.

The farmer's role in defense was recognized from the outset. One of the original seven members of the Advisory Commission represented agriculture. Later it became apparent that the functions of the office could be performed better through the established Agriculture Department. So the Office of Agricultural Defense Relations was set up on May 5 at the President's direction.

The Transportation Division, the sole unaltered agency of the Defense Advisory Commission, was occupied with the job of coordinating common carriers of the country to meet defense requirements.

Because defense is closely tied in with economic factors, the Economic Defense Board was established on July 18, 1941, outside OEM. On September 18 the Office of Export Control was placed under the Board in a move to centralize control of America's foreign trade.

**CIVILIAN  
DEFENSE  
ORGANIZED**

# AUTHORITY AND FUNCTIONS OF THE OFFICE FOR EMERGENCY MANAGEMENT

WAYNE COY, LIAISON OFFICER

SIDNEY SHERWOOD, ASSISTANT LIAISON OFFICER

## AUTHORITY

The Office for Emergency Management was established in the Executive Office of the President by an administrative order issued May 25, 1940, by President Roosevelt. An Executive order signed September 8, 1939, had provided "there shall be . . . in the event of a national emergency, such office for emergency management as the President shall determine."

## FUNCTIONS

The OEM is a coordinating agency that operates wholly through its various divisions. Its two principal duties, as set forth in the administrative order, are to—

1. Assist the President in the clearance of information with respect to measures necessitated by the threatened emergency;
2. Maintain liaison between the President and the defense agencies included in its scope of coordination.

The OEM on January 7, 1941, was given the task of coordinating the activities of all agencies of the Council of National Defense, its Advisory Commission, the Office of Production Management, and the Defense Communications Board.

As other defense agencies were created, most of them were placed within the OEM.

- *Office.*—State Department.
- *Telephone.*—Republic 5050.

# CENTRAL ADMINISTRATIVE SERVICES DIVISION

DALLAS DORT, DIRECTOR

The Division of Central Administrative Services was established within the Office for Emergency Management by William H. McReynolds, then liaison officer for Emergency Management, pursuant to the terms of a letter from the President dated February 28, 1941.

## AUTHORITY

The Division maintains a central budgeting, accounting, and fiscal control system for the OEM and its constituent agencies. It also makes provision for such personnel and general office services as are necessary or desirable to facilitate the efficient operation of the several agencies of the OEM.

## FUNCTIONS

## STAFF

DALLAS DORT, *Director.*

SHANE MACCARTHY, *Executive Assistant.*

JEROME GUNTHER, *Budget and Finance Officer.*

CHAS. E. MILLS, *Personnel Officer.*

WILLIAM D. WRIGHT, *Chief of Service Operations.*

GEORGE GOULD, *Chief, Investigations Office.*

### FIELD ADMINISTRATIVE SERVICE OFFICERS:

ATLANTA—Charles N. Leigh.

BOSTON—Joseph R. Perley.

CHICAGO—Philip L. McDonough.

CLEVELAND—J. D. Straley.

DALLAS—L. D. Johnson.

DENVER—James M. Clore.

NEW YORK—I. J. Meade.

PHILADELPHIA—Donald C. Miller.

ST. LOUIS—William C. Taylor.

SAN FRANCISCO—G. N. Stephens.

SEATTLE—Frank Burr (*Acting*).

- *Office.*—Federal Reserve Building.
- *Telephone.*—Republic 5050.

# DIVISION OF INFORMATION

ROBERT W. HORTON, DIRECTOR

ROBERT WARE STRAUS, ASSISTANT DIRECTOR

## AUTHORITY

The Division of Information was established within the Office for Emergency Management by direction of the President in a letter February 28, 1941, to William H. McReynolds, then liaison officer for Emergency Management, authorizing "a Division of Information in the Office for Emergency Management" and stating, "This Division shall provide central informational service to the several agencies in the Office for Emergency Management."

## FUNCTIONS

Its principal function is to provide clear, concise, factual information on the policies, actions, and aims of the operating divisions within the Office for Emergency Management.

A press room is maintained in room 5525, Social Security Building, Fourth and C Streets SW. Releases are available at the National Press Club. Copies will be mailed to newspapers, correspondents, and trade associations upon request.

Information officers are assigned to each operation within the Office for Emergency Management. They are responsible for all information concerning that operation.

For administrative purposes the operations of the Division are divided into four branches.

The Production Branch, headed by Stephen E. Fitzgerald, includes the information officers of the OPM Divisions of Production, Priorities, Purchases, Labor, and Materials; and the Defense Mediation Board. The Prices Branch, under Leigh Plummer, services the Office of Price Administration and the OPM Division of Civilian Supply. The Civilian Branch, headed by George Lyon, handles the Office of Civilian Defense, the Office of Defense Health and Welfare Services, and the Division of Defense Housing Coordination.

The fourth branch, headed by Thomas W. Wilson, aids OEM in coordinating the information on all industry campaigns and conservation programs.

Information released by these branches is made available through the following media: Daily press, radio, publications and periodicals, motion pictures, and regional information offices.

## PRODUCTION

*OPM Production Division.*—Ernest Von Hartz, Republic 5050, extension 872. Information on production of airplanes, ordinance and tools, tanks, and ships. William H. Harrison, Director.

*OPM Priorities Division.*—Stephen E. Fitzgerald, Republic 5050, extensions 742, 743; Bruce McClure (assistant), Republic 5050,

# DIVISION OF INFORMATION

Continued

extension 824. Information on priorities for minerals and metals, chemicals, commercial aircraft, tools and equipment, general products. Donald M. Nelson, Director.

*OPM Materials Division.*—Russell Hogin, Republic 5050, extension 872. Information on supplies and production of materials used in defense production. William L. Batt, Director.

*OPM Purchases Division.*—John Moutoux, Republic 5050, extension 873. Information on purchases of clothing, equipment, and supplies, industrial materials, and commodities. Douglas C. MacKeachie, Director.

*OPM Labor Division.*—Herbert Little, Republic 7500, extension 2483. Information on activities of OPM Labor Division, including defense labor supplies, training within industry, labor relations, and shipbuilding stabilization agreements. Sidney Hillman, Director.

*OPM Contract Distribution Division.*—Max Boyd, Republic 5050, extension 736. Information on the subcontracting of defense contracts. Successors to Defense Contract Service. Floyd B. Odum, Director.

*OPM Civilian Supply.*—Leigh Plummer, Republic 5050, extensions 672, 284, 170; Ronald G. Van Tine, Republic 5050, extensions 672, 284, 170. Information on civilian allocations of materials and supplies. Leon Henderson, Director.

*National Defense Mediation Board.*—Osgood Nichols, Republic 7500, extensions 2611, 2612, 2768. Information on labor disputes certified to the National Defense Mediation Board by the Secretary of Labor. William H. Davis, Chairman.

Bruce Catton, Republic 5050, extension 744. Information on activities of SPAB. Vice President Henry A. Wallace, Chairman; Donald M. Nelson, Executive Director.

Leigh Plummer, Republic 5050, extensions 672, 284, 170; Ralph Hotchkiss (assistant), Republic 5050, extensions 672, 284. Information on price schedules and activities of Office of Price Administration, including Consumers Division. Leon Henderson, Administrator. Miss Harriet Elliott, Assistant Administrator in Charge of Consumers Division.

*Office of Civilian Defense.*—George Lyon, Republic 5050, extension 506; James P. Kirby, Republic 5050, extensions 540, 246. Information on civilian defense activities which fall under the

SPAB

PRICES

CIVILIAN

# DIVISION OF INFORMATION

Continued

direction of the Office of Civilian Defense. Mayor F. H. LaGuardia, Director.

*Office of Defense Health and Welfare Services.*—Jesse Irvin, Republic 6530, extension 2341. Information on activities of the Office of Defense Health and Welfare Services with regard to public health, welfare, recreation, and nutrition in relation to national defense.

*Defense Housing Division.*—Dana Doten, Republic 5050, extensions 569, 572, 573. Information on the coordination of Federal and private defense housing construction and financing. C. F. Palmer, Coordinator.

## CAMPAIGNS

Thomas W. Wilson, Republic 5050, extensions 734, 735. Information on campaigns to conserve waste materials for national defense.

## ECONOMICS

Henry Paynter, Republic 5050, extensions 755, 766. Maintains liaison with Division of Defense Aid Reports, Office of Coordinator of Information, and the Economic Defense Board.

## DAILY PRESS

George E. McMillan, Republic 5050, extensions 733, 798. Press section makes official announcements immediately available in the press room, room 5525, Social Security Building, Republic 5050, extensions 726, 727, 728, 729, 765, 754, 770.

## PUBLICATIONS AND PERIODICALS

William B. Phillips, Republic 5050, extensions 748, 749, 1274. Basic pamphlets are prepared and issued on most operations in the Office for Emergency Management. They are furnished free to associations and at a slight charge to individual citizens. *DEFENSE*, published weekly, contains all official announcements of the OEM agencies. It is furnished free to newspapers and is available at 75 cents per year to others interested. The section is responsible for posters published by OEM agencies.

*Photographs.*—William Nelson, Republic 5050, extensions 752, 821. Produces and has a file of defense photographs available for publication.

*Newsreels.*—Robert Collyer, Republic 5050, extensions 750, 751. Maintains liaison between OEM agencies and newsreels both in Washington and in the field. Furnishes television producers with information for defense programs.

*Art and Layout.*—Charles Tudor, Republic 5050, extensions 748, 749. Design for posters and exhibits; format for publications and periodicals; illustrations for publications.

# DIVISION OF INFORMATION

Continued

Bernard C. Shoenfeld, Republic 5050, extensions 746, 747. Prepares information material for networks, individual stations, and transcriptions.

Arch A. Mercey, special assistant on defense motion pictures. Can be reached through Executive Offices switchboard. Address, 1405 G Street NW.

James M. Brewbaker, Republic 5050, extensions 555, 559, 738, 739. (For copies of press releases call extension 777.) Maintains a supply of all press releases and publications issued through the Office for Emergency Management and related agencies; handles all public distribution and mailing lists for these offices; handles all general informational correspondence for the Division of Information.

Barrow Lyons, Republic 5050, extension 740. Information on defense finance, including funds available and allocated, the dollar volume of contracts cleared, and the financing of contracts and tax certification.

Shirley Rowe, room 309, Commercial Building, 1405 G Street, Republic 5050, extension 313. Prepares a daily digest of press clippings on defense available to all agencies of the OEM.

James D. Secrest, Republic 5050, extensions 767, 1275. A regional information officer or consultant has been appointed in each of the following regions to handle information on defense activities in that area.

List of field offices and regional officers:

*Atlanta*, Federal Reserve Bank; Marvin Cox; Georgia, Florida, Alabama, Tennessee, Mississippi.

*Boston*, Federal Reserve Bank; Dudley Hovey; New England States.

*Chicago*, room 1441, Civic Opera Building; Paul Jordan; Illinois, Wisconsin, Michigan, Indiana.

*Cleveland*, Federal Reserve Bank; Samuel Slotky (consultant); Ohio, Kentucky,

*Dallas*, Federal Reserve Bank; L. L. Sisk; Texas, Oklahoma, Arkansas, Louisiana. Tams Bixby III, consultant.

*Denver*, 530 U. S. National Bank Building; Eugene Cervi; Colorado, Wyoming, New Mexico, Utah.

*Minneapolis*, room 1800, Rand Tower; Dowsley Clark; Minnesota, Montana, North Dakota, South Dakota.

**RADIO**

**MOTION  
PICTURES**

**DISTRIBUTION  
AND CORRE-  
SPONDENCE**

**CONTRACTS  
AND  
FINANCE**

**PRESS  
CLIPPINGS**

**FIELD  
OFFICES**

# DIVISION OF INFORMATION

Concluded

*New York*, Federal Reserve Bank; Clifton Read; New York State.

*Philadelphia*, Federal Reserve Bank; W. J. Dougherty; Pennsylvania, Delaware, New Jersey, Maryland.

*Richmond*, Fifth and Cary Streets; William C. Bourne; Virginia, North Carolina, South Carolina, and West Virginia.

*St. Louis*, Federal Reserve Bank; Marvin McAlister; Missouri, Iowa, Nebraska, Kansas.

*San Francisco*, room 702, Newhall Building, 260 California Street; Dean Jennings; California, Washington, Oregon, Nevada, Idaho, Arizona.

## RELATED SERVICES

*Defense Communications Board*.—George Gillingham, District 361 (Federal Communications Commission). James L. Fly, Chairman. Information on activities of Defense Communications Board which operates in cooperation with the Federal Communications Commission.

*Office of Coordinator of Inter-American Affairs*.—Francis Jamieson, Republic 5050, extensions 535, 566, 1120. Information on the activities of the Coordinator of Inter-American Affairs to improve cultural and commercial relations among the nations of the Western Hemisphere. Nelson A. Rockefeller, Coordinator.

*Office of Agricultural Defense Relations*.—Whitney Tharin, Republic 4142, extension 4022. Information on the activities of the Department of Agriculture to serve and represent the Nation's farmers in the defense program.

# SUPPLY PRIORITIES AND ALLOCATIONS BOARD

VICE PRESIDENT HENRY A. WALLACE, CHAIRMAN

The Supply Priorities and Allocations Board was created August 28, 1941, by an Executive order, within the Office for Emergency Management.

The Supply Priorities and Allocations Board is a policy-making body which operates through the Office of Production Management. Its powers, which are subject to the National Defense policies laid down by the President, are broad and are exercised by priority control of industry.

This priority control, which may be imposed on all factors of industry in the interest of national defense, is now centralized in SPAB. The same Executive order which created the Board gave more sweeping powers to OPM, which is the executive instrumentality of priority control.

The machinery thus set up centralizes the authority for fixing priorities and allocation of the supply of materials, fuel, power, and other commodities. It not only apportions the available supply of materials among military, defense-aid, and total civilian needs, but also governs the allocation of supplies among civilian industries.

The OPM, operating subject to policies or regulations prescribed by the Board, is the central authority for all Federal agencies and private industry "for priority action with respect to the procurement, production, transmission, or transportation of materials, articles, power, fuel, and other commodities."

The Board does not pass on specific priority applications unless a question of policy is involved.

As an example of how SPAB operates, take steel. The Board determines the policies and regulations for the allocation of this steel—first, for requirements of the Army and Navy, and then for defense aid, economic warfare, and civilian needs.

When the total amount determined for civilian needs is fixed the Board lays down the policies for allocation of this steel to manufacturers of automobiles, railroad cars, refrigerators, and typewriters. The OPM Division of Civilian Supply initiates the plans and programs for civilian allocations.

Creation of SPAB put an end to the overlapping of authority over allocation of civilian supplies that had existed previously in the OPM and the Office of Price Administration and Civilian Supply. The Civilian Supply function at the same time was transferred to OPM.

The Executive order establishing SPAB abolished the former OPM Priorities Board.

## AUTHORITY

## FUNCTIONS

# SUPPLY PRIORITIES AND ALLOCATIONS BOARD

Concluded

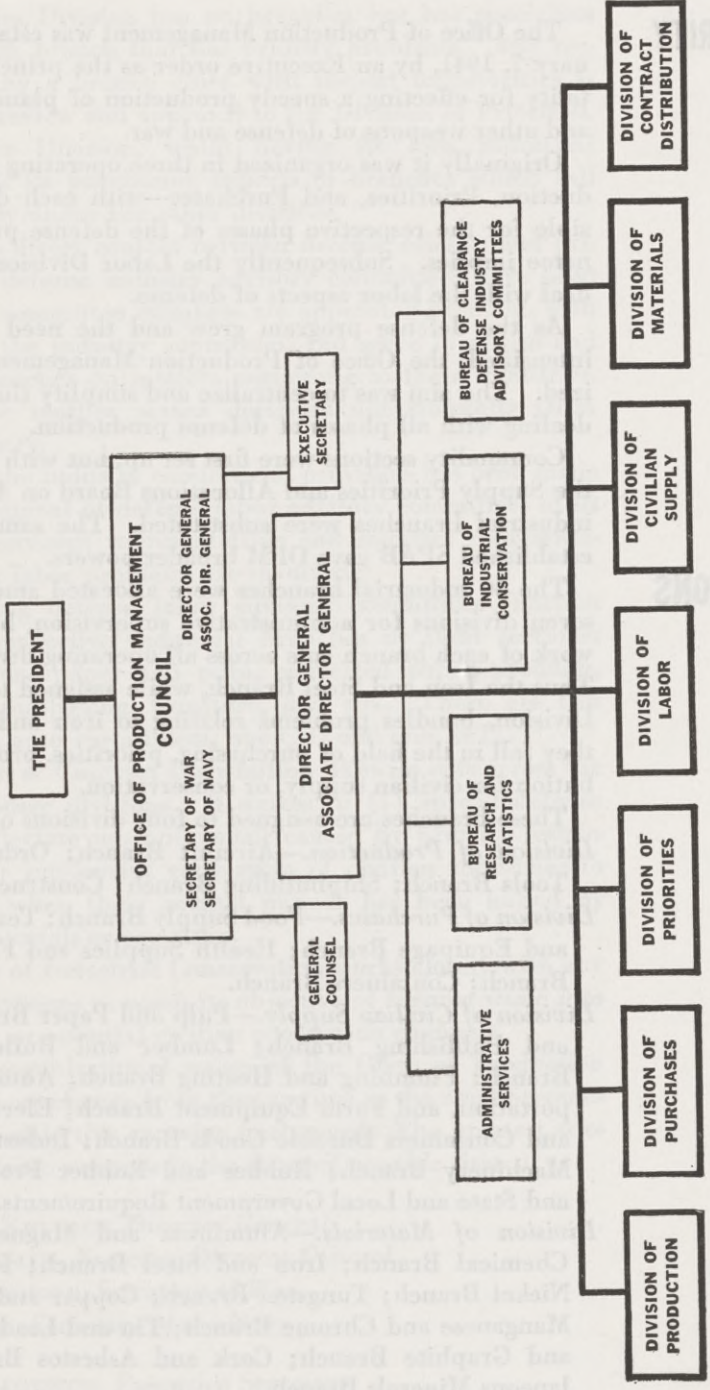
## THE BOARD

HENRY A. WALLACE (*Chairman*), *Vice President.*  
HENRY L. STIMSON, *Secretary of War.*  
FRANK KNOX, *Secretary of the Navy.*  
WILLIAM S. KNUDSEN, *OPM Director General.*  
SIDNEY HILLMAN, *OPM Associate Director General.*  
LEON HENDERSON, *Price Administrator.*  
HARRY L. HOPKINS, *Special Assistant to the President Supervising the Lend-Lease Program.*

DONALD M. NELSON, *Executive Director, who also is Director of the Priorities Division.*  
HERBERT EMMERICH, *Secretary.*

- *Office.*—Social Security Building.
- *Telephone.*—Republic 7500.

## OFFICE OF PRODUCTION MANAGEMENT



# FUNCTIONS AND ORGANIZATION OF OFFICE OF PRODUCTION MANAGEMENT

WILLIAM S. KNUDSEN, DIRECTOR GENERAL  
SIDNEY HILLMAN, ASSOCIATE DIRECTOR GENERAL

## AUTHORITY

The Office of Production Management was established on January 7, 1941, by an Executive order as the principal instrumentality for effecting a speedy production of planes, tanks, ships, and other weapons of defense and war.

Originally it was organized in three operating divisions—Production, Priorities, and Purchases—with each division responsible for the respective phases of the defense program that its name implies. Subsequently the Labor Division was added to deal with the labor aspects of defense.

As the defense program grew and the need for speed was intensified, the Office of Production Management was reorganized. The aim was to centralize and simplify the procedure for dealing with all phases of defense production.

Commodity sections were first set up, but with the creation of the Supply Priorities and Allocations Board on August 28, 1941, industrial branches were substituted. The same order which established SPAB gave OPM broader powers.

## FUNCTIONS

The 30 industrial branches were allocated among four of the seven divisions for administrative supervision, but actually the work of each branch cuts across all operating divisions of OPM. Thus the Iron and Steel Branch, while assigned to the Materials Division, handles problems relating to iron and steel whether they fall in the field of purchasing, priorities, production, distribution for civilian supply, or conservation.

These branches are assigned to four divisions of the OPM:

*Division of Production.*—Aircraft Branch; Ordnance Branch; Tools Branch; Shipbuilding Branch; Construction Branch.

*Division of Purchases.*—Food Supply Branch; Textiles, Clothing, and Equipage Branch; Health Supplies and Fire Equipment Branch; Containers Branch.

*Division of Civilian Supply.*—Pulp and Paper Branch; Printing and Publishing Branch; Lumber and Building Materials Branch; Plumbing and Heating Branch; Automotive, Transportation, and Farm Equipment Branch; Electrical Products and Consumers Durable Goods Branch; Industrial and Office Machinery Branch; Rubber and Rubber Products Branch; and State and Local Government Requirements.

*Division of Materials.*—Aluminum and Magnesium Branch; Chemical Branch; Iron and Steel Branch; Power Branch; Nickel Branch; Tungsten Branch; Copper and Zinc Branch; Manganese and Chrome Branch; Tin and Lead Branch; Mica and Graphite Branch; Cork and Asbestos Branch; Miscellaneous Minerals Branch.

# FUNCTIONS AND ORGANIZATION OF OFFICE OF PRODUCTION MANAGEMENT

Concluded

The Priorities Division has no branches but has specialists assigned to each branch that has priority problems. Any recommendation by a branch chief with respect to priorities is submitted for review and approval to the Division of Priorities. The Purchases Division, while having its own industrial branches, lends its purchasing experts to branches which fall administratively under the other divisions.

To facilitate direct contact between defense officials and private industry, defense industry advisory committees have been formed. The committee members are appointed by OPM, with the advice of the industry concerned, and serve to advise and inform the branches on matters pertaining to their industries. The committee neither makes decisions nor transmits OPM orders to industry.

To balance the industry committees, provision has been made for the appointment of defense labor advisory committees to sit with the Government representatives and industry representatives whenever labor problems are involved.

The following defense labor advisory committees function through the respective industrial branches or their sections: Rubber, primary paper and pulp, converted paper products, printing and publishing, furniture, and silk. There are two committees on auto curtailment, one CIO and one AFL.

The Division of Contract Distribution likewise cuts across the activities of other divisions. It strives to (1) spread defense orders, (2) alleviate unemployment caused by priority restrictions, and (3) implement conversion of civilian industries to defense work when their normal pursuit has been halted by shortage of materials or priorities.

The Bureau of Industrial Conservation works closely with any or all OPM divisions to reach its objective of turning waste into useful defense or essential civilian production channels.

While the organizational set-up of the Office of Production Management may change from time to time as the need becomes apparent, the objective remains unchanged: The greatest production of defense weapons in the shortest possible time.

**WILLIAM S. KNUDSEN**, *Director General.*

**SIDNEY HILLMAN**, *Associate Director General.*

**HENRY L. STIMSON**, *Secretary of War.*

**FRANK KNOX**, *Secretary of the Navy.*

**HERBERT EMMERICH**, *Executive Secretary.*

**OPM  
COUNCIL**

# OPM

## PRODUCTION DIVISION

W. H. HARRISON, DIRECTOR

### AUTHORITY

The Production Division was created under authority of the Executive order of January 7, 1941, establishing the Office of Production Management.

### FUNCTIONS

The Division supplements the efforts of the Army, the Navy, and the Maritime Commission in mobilizing existing production facilities, providing emergency plant facilities, and expediting production generally. It advises and assists the services on problems of design and operation and passes upon purchase contract proposals and foreign orders involving aircraft, ordnance, ships, construction, and tools.

Orders for defense equipment come from many different sources—the Army, the Navy, the Maritime Commission, the British Empire, China, Russia, the Netherlands Indies, Central and South America.

All foreign orders first are considered by the OEM Division of Defense Aid Reports. As orders are approved they are sent to the OPM Production Division if they apply to commodities assigned to the industrial branches within the Division. Foreign and domestic requests are scanned to determine what they mean in terms of factories and materials and to recommend additional industrial facilities.

The Division has five industrial branches: Aircraft, ordnance (guns, ammunition, etc.), tools, construction, and shipbuilding.

In general, each branch analyzes the total requirements for the product or products under its jurisdiction. Then it estimates the capacity of existing productive facilities and encourages increased production where necessary.

Steps taken to encourage expansion of facilities include recommendations to the War and Navy Departments and Federal financing agencies, approval of necessary certificates, and suggestions to private industry.

The aircraft program, which amounted in the fall of 1941 to \$7,000,000,000, is an example of the cooperation of the aircraft branch, the armed services, private manufacturers, and Federal financing agencies. Many new plants were built; many were expanded before mass production was possible. Others are under construction.

Working with the OPM iron and steel branch and the armed services, the aircraft branch surveyed future requirements of the industry for alloy steel and found that capacity for finishing such steel would have to be doubled, at least. Steps were taken to bring about that expansion.

## PRODUCTION DIVISION

Concluded

In addition to analyzing total requirements and recommending development of facilities, the branches assist the Labor Division in determining future labor needs and serve in many other ways as "trouble shooters" for defense manufacturers.

W. H. HARRISON, *Director.*

H. G. WILDE, *Special Assistant to the Director.*

STAFF

### INDUSTRIAL BRANCHES:

*Ordnance.*—E. F. JOHNSON, *Chief.*

*Tools.*—MASON BRITTON, *Chief.*

*Aircraft.*—MERRILL C. MEIGS, *Chief.*

*Construction.*—W. V. KAHLER, *Chief.*

*Shipbuilding.*—ADMIRAL E. S. LAND, *Chief*; CAPT. J. O. GAWNE, *Assistant Chief.*

- *Office.*—Social Security Building.
- *Telephone.*—Republic 7500.

## PURCHASES DIVISION

DOUGLAS C. MACKEACHIE, DIRECTOR

The Purchases Division was created as an operating unit of the Office of Production Management by the same Executive order which established OPM.

AUTHORITY

The Division has two main functions—assists and advises the armed services in the buying of a large variety of goods and supervises the operations of the four industrial branches assigned to it.

FUNCTIONS

The Director of Purchases reviews, prior to award, all major proposals of the Army and the Navy for purchase of materials, articles, or equipment needed for defense and for construction projects. The term "major proposals" means purchases or projects amounting to \$500,000 or more.

The procurement of these articles by the armed services involves a number of purchasing problems. Even where supplies are ample, expert counsel is needed to obtain quantities in the amount wanted, at the time desired, and at reasonable prices.

Delays result if different branches of the services bid against each other, if large purchases of staple goods are made in the wrong market, or if specifications and delivery schedules tend to restrict bidders.

The Purchases Division has a staff of expert purchasing agents taken from civil life who advise the armed services on these procurement problems. These specialists also are assigned to other OPM industrial branches as advisers.

### STAFF

DOUGLAS C. MACKEACHIE, *Director.*  
ARTHUR NEWHALL, *Deputy Director.*  
PHILIP T. MAGUIRE, *Executive Officer.*

#### INDUSTRIAL BRANCHES:

*Food Supply.*—HOWARD CUNNINGHAM, *Chief.*  
*Textiles, Clothing, and Equipage.*—R. R. GUTHRIE, *Chief.*  
*Health Supplies and Civilian Defense Equipment.*—W. E. BITTNER, *Chief.*  
*Containers.*—WALTER SHORTER, *Chief.*

#### NONINDUSTRY BRANCHES:

*Accounting and Distribution Advisory.*—ERIC CAMMAN, *Chief.*  
*Contact Clearance.*—H. S. BROWN, *Chief.*  
*Equipment and Supplies Procurement Advisory.*—JAMES MCPHERSON, *Chief.*

#### POST EXCHANGE COMMITTEE:

K. D. GARDNER, *Chairman.*  
R. R. GUTHRIE, *Executive Director.*

#### PLANT SITE BOARD:

DOUGLAS C. MACKEACHIE, *Chairman.*  
E. M. MARTIN, *Assistant to Chairman.*

- *Office.*—Social Security Building.
- *Telephone.*—Republic 7500.

## PRIORITIES DIVISION

DONALD M. NELSON, DIRECTOR

The Division of Priorities was created as an operating unit of the Office of Production Management by the Executive order which established OPM. Its duties were defined by the OPM Council in Regulation No. 3.

The priorities system is basically a scheme for putting some projects ahead of other projects; that is, putting "first things first." Whatever steps the Priorities Division takes, whatever the form given its orders and regulations, the central idea is still the same: Some things are more important than others; defense needs are usually more important than nondefense needs; if there is not enough raw material to go around, then the more important needs get first call.

When a manufacturer accepts an order which has been given a preference rating, by means of a preference rating certificate or by some other means, he is required to make every effort to fill this order on the stipulated delivery date. This may, and in many cases does, mean that he must delay orders with lower preference ratings or no ratings at all. Though this may entail hardships, the delay must be made.

Preference ratings or priority ratings (they are the same thing) are graded in a ladderlike structure. An order with an A-1-b rating is more important than one with an A-1-c rating, though not as important as a contract with an A-1-a rating. A producer who is working on a number of contracts which have different ratings must handle these contracts in the order of their importance. In actual practice, of course, this often requires the greatest skill in scheduling and production methods on the part of the producer.

The reasons for these requirements are obvious. A vast defense program is a delicately adjusted mechanism, and it must be fitted together like clockwork. This makes it necessary that the hundreds and thousands of products which are to fit into predetermined places in the program must be ready on time. It is something like the assembly line in a modern automobile plant, where each component part must be ready at the exact moment, and at the exact place, when it is needed.

While the priorities system is designed primarily to implement the production and acquisition of material for the Army and the Navy and Great Britain, priority help is given to essential civilian projects. It would be erroneous to assume that all defense needs come ahead of all civilian needs. Obviously the most important civilian need is more important than the least essential military

need. And this is a matter of delicate adjustment which the priorities system must make.

The actual work of priorities is initiated and handled within the industrial branches of the OPM Divisions of Production, Purchases, Materials, and Civilian Supply. All applications for priority ratings go to the branch dealing with the scarce commodity involved in the application. The branch after study, makes recommendations for approval or disapproval of the request.

Attached to each of the branches is a Priorities Specialist, who acts as liaison officer and who helps work out plans which, insofar as is possible, will assure equitable distribution of scarce materials for the production of essential military and civilian goods.

For purposes of efficiency, the priorities system operates in two spheres—military and nonmilitary. In the military sphere the system operates under the Army and Navy Munitions Board, subject to Priorities Division supervision. This Board consists of an equal number of Army officers and Navy officers.

Since the Army and Navy Munitions Board must coordinate military requirements, a set of rules and regulations has been prepared. The Priorities Critical List is a list of some 300 items, largely of a military nature, on which Army and Navy orders can be given automatic priority in the military sphere.

The highest rating in the priorities system is double A (AA), reserved only for extreme emergencies. The usual ratings in order of precedence are: A-1-a, A-1-b, A-1-c, etc., down to A-1-j; then A-2, A-3, A-4, down to A-10. Some civilian ratings are designated B-1 down to B-8.

The foregoing describes the procedure followed by the military services. It is obvious that additional controls—broader controls—are necessary when basic shortages occur in serious measure. It is at that point that the Priorities Division takes over direct administration.

The Priorities Division has a fairly complete “kit of tools” with which to handle various situations. The principal tools may be described as follows:

1. The Priorities Critical List previously mentioned.
2. Individual Preference Rating Certificates assigned to specific orders for materials according to the need in each particular case.
3. Limited Blanket Ratings.—These cover certain vital industries such as tool builders, freight-car builders, mer-

## PRIORITIES DIVISION

Continued

- chant-ship builders, and others in the defense field. They enable these manufacturers to operate more efficiently by the use of one blanket rating rather than numerous individual certificates.
4. **Project Ratings.**—These are assigned to cover materials going into clearly defined essential projects—for example, a new powder plant. A project rating is similar to a blanket rating, but applies to the construction of a plant rather than to the materials needed for production.
  5. **The Defense Supplies Rating Plan.**—Under this arrangement certain manufacturers who must plan production before they actually receive orders and who must maintain workable inventories can use a specified rating to obtain the scarce materials needed. The plan applies only to items that are required to fill defense orders.
  6. **Repair Plans.**—Producers, manufacturers, and agencies in certain essential industrial and public-utility classifications (including Federal, State, and municipal services), mines, railroads, newspapers, and food-processing plants may avail themselves of these plans to secure an A-10 rating which they can apply to their orders for necessary repair parts.
  7. **Allocation Orders.**—These impose industry-wide controls on the distribution and use of scarce materials and serve to apportion existing supplies of scarce raw materials. Aluminum is the best example. Practically all aluminum goes into primary defense channels—airplanes, to name one of them. All producers of aluminum are required to submit their production schedules to the Priorities Division at the beginning of each month, and this estimated output is then allocated to users who are manufacturing defense products.

DONALD M. NELSON, *Director.*

J. S. KNOWLSON, *Chief Deputy Director.*

A. C. C. HILL, JR., *Executive Officer.*

BLACKWELL SMITH, *Policy and Planning.*

DR. SAMUEL S. STRATTON, *Chief, Commodities Section.*

L. J. MARTIN, *Chief, Compliance and Field Service Section.*

RALPH J. DEMOTTE, *Chief, Operations Section.*

E. A. LOCKE, JR., *Acting Chief, Governmental Section.*

STAFF

### FIELD OFFICES

District offices of the Priorities Division are in operation, under direction of district managers, in the following cities: *Boston*, William P. Homans, 19 Congress Street; *New York*, John D. Pollock, 25 Broad Street; *Philadelphia*, Frederick W. Slack, 925 Chestnut Street; *St. Louis*, Louis E. Crandall, 411 Locust Street; *Chicago*, Warren G. Bailey, 20 N. Wacker Drive; *Cleveland*, William T. Walker, East Sixth Street and Superior Avenue; *Denver*, Virgil L. Board, 521 U. S. National Bank Building; *Pittsburgh*, Charles F. Cruciger, Grant Street and Ogle Way; *Detroit*, Walter Hall, 160 Fort Street; *Atlanta*, John B. Reeves, 104 Marietta Street; *Cincinnati*, Bruce W. Burroughs, 34 East Fourth Street; *San Francisco*, Andrew L. Kerr, 400 Sansome Street; *Seattle*, William D. Shannon, 960 Stuart Building; *Kansas City, Mo.*, Clifford H. Carr, Federal Reserve Bank Building; *Los Angeles*, G. Howard Hutchins, 1151 South Broadway; *Dallas*, James B. Crockett, Wood and Akard Streets; *San Antonio*, Carl Pool, S. Texas Bank Building; *Minneapolis*, Willard F. Kiesner, 1320 Rand Tower; *Salt Lake City*, Ralph E. Bristol, Utah Oil Building; *Buffalo*, Paul R. Smith, 212 M. & T. Bank Building; *Charlotte*, J. E. MacDougall, 16th floor Liberty Life Building; *Richmond*, F. P. Wilmer, Federal Reserve Bank Building; *Indianapolis*, Albert O. Evans, Circle Tower Building; *Portland*, John Fred Bergesch, Bedell Building; *Houston*, George L. Noble, Jr., Federal Reserve Bank Building; *Jacksonville*, George H. Andrews, 504 Hildebrandt Building; *Baltimore*, T. M. Chandlee, 1054 Baltimore Trust Building; *Memphis*, J. S. Bronson, Sterrick Building; *Louisville*, James T. Howington, Todd Building, Fourth and Market Streets; *Nashville*, George S. Gillon, 1015 Stohlman Building; *Helena*, Oscar A. Baarson, Federal Reserve Bank Building; *Knoxville*, Dyer Butterfield, Federal Reserve Bank; *New Orleans*, John A. Bechtold, Federal Reserve Bank; *Oklahoma City*, C. F. Aurand, Federal Reserve Bank.

L. Edward Scriven is Director of the Priorities Field Service.

- *Office.*—Social Security Building.
- *Telephone.*—Republic 7500.

### LABOR DIVISION

SIDNEY HILLMAN, DIRECTOR

### AUTHORITY

The Labor Division was established as an operating unit of the Office of Production Management March 18, 1941, by OPM Regulation No. 5 under general authority granted by Executive Order No. 8629, which created the OPM with the approval of the President.

## LABOR DIVISION

Continued

The activities of the Labor Division center in the fields of labor supply, labor training, labor relations, labor morale, and labor standards in the defense program. Specifically, the division has addressed itself to the task of providing adequately trained workers at the right times and places to maintain production at maximum efficiency. One major problem is to insure employment and production of needed goods in nondefense plants whose supplies of raw materials have been curtailed or entirely taken for defense purposes. Another has been to prevent or to harmonize labor-management differences in defense plants.

A National Labor Policy Advisory Committee, composed of union leaders from AFL and CIO unions and the railroad brotherhoods, is consulted on major policies, and aids in determination of many questions as they arise.

*The Labor Supply Branch* coordinates all activities, governmental and private, for recruitment, training, and effective maintenance of a qualified working force in the defense industries. This branch in Washington fuses the defense work of 12 Federal Government units operating in the employment and training fields through a National Labor Supply Committee. In each of the 12 public-service employment districts a Regional Labor Supply Committee has been set up, pooling labor, management, and Government resources to carry out the national policies at the State and local levels.

The Labor Supply Committee in Washington and the regional committees combine and coordinate the following units: United States Employment Service, Bureau of Employment Security, Training-Within-Industry Branch of OPM's Labor Division, OPM's Defense Training Branch, Priorities Branch in OPM's Labor Division, Labor Relations Branch in OPM's Labor Division, Minorities Groups Branch in OPM's Labor Division, United States Bureau of Labor Statistics, Negro Employment and Training Section in OPM's Labor Division, WPA's Division of Training and Reemployment, Committee on Apprenticeship Training Program in the Labor Department, and the United States Civil Service Commission.

Efforts are directed locally and nationally to utilize all local labor to meet any given defense demand, with special emphasis upon the need to overcome discriminations against hiring and training of potential qualified workers from among women, Negroes, older workers, aliens, and other reservoirs of labor.

# ADDENDA

*The following agencies of the Office for Emergency Management have been created by Executive order since the publication of this handbook:*

## OFFICE OF FACTS AND FIGURES

ARCHIBALD MacLEISH, DIRECTOR

### AUTHORITY

The Office of Facts and Figures was established by Executive order within the Office for Emergency Management on October 24, 1941.

### FUNCTIONS

The Office is directed to "formulate programs designed to facilitate a widespread and accurate understanding of the status and progress of the national defense effort and of the defense policies and activities of the Government; and advise with the several departments and agencies of the Government concerning the dissemination of such defense information."

Services and facilities of existing Government agencies are to be used for the dissemination of information.

The Executive order sets up within the Office an advisory committee, comprising the Director as chairman and members to be selected by him.

- *Office.*—Dupont Circle Apartments.
- *Telephone.*—Republic 5050.

## OFFICE OF LEND-LEASE ADMINISTRATION

EDWARD R. STETTINIUS, Jr., ADMINISTRATOR

### AUTHORITY

The Office of Lend-Lease Administration was established within the Office for Emergency Management by Executive order on October 28, 1941. It supplants the Division of Defense Aid Reports (page 48).

### FUNCTIONS

The Administrator is authorized to act for the President in the administration of the Lend-Lease Act.

The Executive order provides, however, that the State Department, with the advice of the Economic Defense Board and the Office of Lend-Lease Administration, shall continue to negotiate the master agreement with each nation receiving lend-lease aid.

The Administrator is directed to have cleared with the Economic Defense Board those lend-lease transactions which in the judgment of the Board affect the economic defense of the United States.

- *Office.*—515 22d Street NW.
- *Telephone.*—Republic 5050.

# APPENDIX

The following is a list of the various items which have been included in the Appendix to the Report of the Commission on the Administration of the Federal Government.

## OFFICE OF FACTS AND FIGURES

1. The Office of Facts and Figures was established in 1946 to provide the public with accurate and timely information on the activities of the Federal Government.

2. The Office is headed by a Director and is organized into several divisions, each of which is responsible for the collection and dissemination of information in a particular field.

3. The Office has a wide range of responsibilities, including the collection and analysis of data on the Federal Government's operations, the preparation of reports and publications, and the dissemination of information to the public.

4. The Office has a long history of service to the public and has played a significant role in the development of the Federal Government's administrative structure.

## OFFICE OF THE COMPTROLLER OF THE GENERAL ACCOUNTS

1. The Office of the Comptroller of the General Accounts was established in 1946 to provide the public with accurate and timely information on the activities of the Federal Government.

2. The Office is headed by a Comptroller and is organized into several divisions, each of which is responsible for the collection and dissemination of information in a particular field.

3. The Office has a wide range of responsibilities, including the collection and analysis of data on the Federal Government's operations, the preparation of reports and publications, and the dissemination of information to the public.

4. The Office has a long history of service to the public and has played a significant role in the development of the Federal Government's administrative structure.

*The Training-Within-Industry Branch* counsels with and assists defense plants directly in setting up on-the-job training, upgrading programs, apprenticeship for craftsmen, and supervisor and foreman training within the factories. Twenty-two offices with staffs of training experts, borrowed from industry, have been set up in major industrial centers. They are assisted by panels of advisers drawn from management and the AFL and the CIO. Both technical and advisory services are available to defense plants and all field activities are coordinated through the Washington office of this branch. Training programs have been stimulated and developed in the first year of this program through advisers, panels, and other contracts, with approximately 1,000 companies employing 2,000,000 workers.

*The Defense Training Branch* is responsible for stimulating the efficiency and adequacy of training programs for defense workers, conducted outside of industry. These include defense training in the public vocational schools, both preemployment and supplementary courses for upgrading employed workers; engineering, science, and business management courses given in engineering schools and colleges, including preemployment and extension courses for employed technicians and professional men; the combined National Youth Administration vocational education defense programs conducted in NYA work projects to develop initial skills of enrollees for defense occupations, and the WPA and CCC defense training programs. Approximately 700,000 persons were preparing for defense jobs in these expanding programs in August 1941.

*The Labor Relations Branch* has as its major function the prevention or speedy adjustment of employer-employee controversies in defense plants. Through labor and management representatives this organization assists and supplements the United States Conciliation Service by aiding the workers and managements to appreciate the urgency of the defense program. The consultants of this branch represent AFL and CIO labor groups and management.

*The Priorities Branch* of the Labor Division acts to anticipate or avoid serious dislocations of labor through defense absorption of materials and supplies which heretofore have been used in nondefense plants. A broad over-all program has been worked out. In this connection the Labor Division has actively aided the advancement and promotion of farming out and subcontracting of defense orders, especially in one-industry cities and consumer-goods producing centers where widespread employment

## LABOR DIVISION

Continued

could be caused by reduction of present nondefense operations.

*The Shipbuilding Stabilization Committee*, set up late in 1940, brought about the establishment of zone standards for labor. This committee, made up of representatives of labor, management, the Navy, the Maritime Commission, and OPM, created similar conference committees in the four shipbuilding regions. These committees drafted rules which have improved and stabilized working conditions throughout the industry, within the framework of collective-bargaining processes.

In the sphere of defense construction, discussions between the Labor Division and the AFL Building and Construction Trades Department resulted in a stabilization agreement on a national scale with the approval of the Army, Navy, Federal Works Agency, and other agencies concerned with defense construction projects. The terms of this agreement provide factors to be considered in predetermination of wages on future contracts, no work stoppages, uniform shifts and uniform overtime rates, and a Board of Review to interpret the various provisions of this pact and to reconcile any differences arising from its application. The Board of Review is made up of one representative of the AFL, one representing the various defense construction agencies, and one from OPM's Labor Division.

*The Defense Housing Branch* of the Labor Division surveys labor situations as they relate to available or needed housing in defense locations. This involves getting information on existing facilities and future needs, and the determination of labor policy in the development of the defense-housing program. This branch cooperates with the Defense Housing Coordinator and other Government agencies in remedying dislocations and shortages in housing labor.

*The Negro Employment and Training Branch* was formed to develop programs for integration of Negroes into the defense set-up, concentrating upon training and labor clearance to make use of the available reserves of Negro workers in many local communities.

A Minority Groups Branch also was created to deal with similar problems in relation to the many aliens and other groups whose abilities and skills may be developed and used.

### STAFF

SIDNEY HILLMAN, *Director.*  
ISADOR LUBIN, *Deputy Director.*  
MAXWELL BRANDWEN, *Executive Assistant.*  
HERBERT HARRIS, *Special Adviser.*  
ERIC A. NICOL, *Executive Assistant.*  
WILL W. ALEXANDER, *Chief, Minority Groups Branch.*  
J. DOUGLAS BROWN, *Chief, Priorities Branch.*  
CHANNING R. DOOLEY, *Chief, Training-Within-Industry Branch.*  
ARTHUR S. FLEMMING, *Chief, Labor Supply Branch.*  
FRANK J. MCSHERRY, *Chief, Defense Training Branch.*  
ELI L. OLIVER, *Chief, Labor Relations Branch.*  
JOSEPH P. TUFTS, *Chief, Defense Housing Branch.*  
ROBERT C. WEAVER, *Chief, Negro Employment Training Branch.*

- *Office.*—Social Security Building.
- *Telephone.*—Republic 7500.

## CIVILIAN SUPPLY DIVISION

LEON HENDERSON, DIRECTOR

### AUTHORITY

The Division of Civilian Supply was established August 28, 1941, under the Office of Production Management by the Executive order which created the Supply Priorities and Allocations Board. Formerly the work of this division was handled by the Office of Price Administration and Civilian Supply.

### FUNCTIONS

The Division has three main functions: supervision of the allocation of scarce commodities among competing civilian demands, supervision of supply expansion to provide for minimum civilian needs, and supervision of the activities of nine branches of industries producing predominantly civilian goods. The first two constitute its special and distinct jurisdiction; the third derives from its role as a major operating division of OPM.

As stated in the Executive order, the division of Civilian Supply "shall represent civilian interests relating to the supply and priority activities of the Office of Production Management" and "shall formulate plans and programs providing for the equitable distribution among competing civilian demands of the materials, articles, power, fuel, and other commodities made available by the Supply Priorities and Allocations Board for civilian use."

Such plans and programs are prepared by economists, statisticians, and other specialists in the Division. They are then sent

## CIVILIAN SUPPLY DIVISION

Concluded

to the Supply Priorities and Allocations Board for approval or modification. Thereafter they are implemented through issuance of limitation orders signed by the Director of Priorities.

The nine industry branches set up within the Division are: Automotive, Transportation, and Farm Equipment; Pulp and Paper; Printing and Publishing; Lumber and Building Materials; Plumbing and Heating; Electrical Products and Consumers Durable Goods; Industrial and Office Machinery; Rubber and Rubber Products; and State and Local Government Requirements.

LEON HENDERSON, *Director.*

JOSEPH L. WEINER, *Deputy Director.*

REAVIS COX, *Supervisor of Industry Branches.*

ARTHUR R. BURNS, *Supervisor of Civilian Allocation.*

V. LEWIS BASSIE, *Acting Supervisor of Civilian Requirements and Supply.*

STAFF

## INDUSTRIAL BRANCHES:

*Pulp and Paper.*—NORBERT A. MCKENNA, *Chief.*

*Printing and Publishing.*—NORBERT A. MCKENNA, *Acting Chief.*

*Lumber and Building Materials.*—JOHN L. HAYNES, *Chief.*

*Plumbing and Heating.*—LEIGHTON PEEBLES, *Chief.*

*Electrical Products and Consumers Durable Goods.*—JESSE L. MAURY, *Chief.*

*Automotive, Transportation, and Farm Equipment.*—ANDREW STEVENSON, *Acting Chief.*

*Industrial and Office Machinery.*—NATHANIEL G. BURLEIGH, *Chief.*

*Rubber and Rubber Products.*—BARTON MURRAY, *Chief.*

*State and Local Government Requirements.*—MAURY MAVERICK, *Chief.*

- *Office.*—Temporary Building "D," Independence Avenue and Fourth Street SW.
- *Telephone.*—Republic 5050.

# OPM

## MATERIALS DIVISION

W. L. BATT, DIRECTOR

### AUTHORITY

The Division of Materials was set up as an operating division in the Office of Production Management by the OPM Council, on September 4, 1941, with the approval of the President. It represents an amalgamation of certain commodity sections of the Production and Priorities Divisions, dealing with industrial materials. In addition, the Protective Coatings Section of the Purchases Division was incorporated in the Chemical Branch of the Materials Division.

### FUNCTIONS

The creation of the Materials Division brought under one head the responsibility for planning and carrying out an integrated program for the supply of raw and semifinished materials needed for defense production.

As the division has been organized, Deputy Director A. I. Henderson has primary responsibility for those materials in which the major problem is one of providing for increased production within this country. This category includes the Iron and Steel, Aluminum and Magnesium, Chemicals, and Power Branches.

Under Deputy Director Philip D. Reed fall those materials in which the problem is primarily that of import into this country. Examples are the ferrous alloys, copper, zinc, tin, and lead. Working in close conjunction with this group is the Stockpiling and Import Shipping Branch, which acts as liaison with the Maritime Commission and the State Department in carrying out the stockpile program and in controlling the nature of cargoes coming into our ports.

Acting on the basis of the stated requirements of the Service Branches and other defense procurement agencies of the Government, the division as a whole is charged with the responsibility for assuring an adequate production and supply of critical and strategic materials. In addition, it is the primary responsibility of the various branches to cooperate with the Priorities Division in allocating those materials under their supervision which have been placed under mandatory priority control.

### STAFF

W. L. BATT, *Director.*

C. E. RHETTS, *Executive Assistant.*

A. I. HENDERSON, *Deputy Director.*

PHILIP D. REED, *Deputy Director.*

C. K. LEITH, *Technical Consultant.*

L. A. MORRISON, *Canadian Relations Consultant.*

PHILO W. PARKER, *Stockpiling and Shipping Imports.*

**MATERIALS DIVISION**

Concluded

## INDUSTRIAL BRANCHES:

*Aluminum and Magnesium.*—A. H. BUNKER, *Chief.**Chemical.*—E. R. WEIDLEIN, *Chief.**Iron and Steel.*—A. D. WHITESIDE, *Chief.**Power.*—J. A. KRUG, *Chief.**Cork and Asbestos.*—F. W. GARDNER, *Chief.**Nickel.*—D. A. UEBELACKER, *Chief.**Tungsten.*—H. K. MASTERS, *Chief.**Copper-Zinc.*—J. A. CHURCH, *Chief.**Manganese-Chrome.*—ANDREW LEITH, *Chief.**Tin-Lead.*—ERWIN VOGELANG, *Chief.**Mica-Graphite.*—H. C. SYKES, *Chief.**Miscellaneous Minerals.*—R. J. LUND, *Chief.*

- *Office.*—Social Security Building.
- *Telephone.*—Republic 7500.

**CONTRACT DISTRIBUTION DIVISION**

FLOYD B. ODLUM, DIRECTOR

The Division of Contract Distribution was created by Executive order on September 4, 1941. It succeeded the Defense Contract Service of the Office of Production Management.

The division is charged with the responsibility for spreading defense contracts among smaller businesses throughout the country with the aim of expediting defense production and avoiding unemployment. This is done chiefly through subcontracting.

It seeks to obtain the greatest utilization of industrial and labor facilities for defense purposes, to convert into defense production civilian industries which have been hampered by priorities and raw-material shortages, and to create local pools of plant facilities which collectively can do defense work that they could not undertake individually.

Principal job of the division is to help the Army, the Navy, and the Maritime Commission extend the "Arsenal of Democracy" into more and more qualified plants, especially smaller ones, and to alleviate unemployment resulting from priorities and material shortages.

This was the situation, in brief, that led to creation of the division:

Deliveries of defense weapons were far short of the high levels scheduled to be reached in late 1942 and 1943. The needs of countries aided under the Lend-Lease Act were mounting. De-

AUTHORITY

FUNCTIONS

spite enormous expansion, America's machine-tool industry still had 18 months of work to do before all the Nation's new mass-production arms plants could be completely equipped.

At the same time hundreds of existing factories, especially the smaller ones, were threatened with curtailment of operations or closing. There were not enough raw materials for the normal products of these plants and defense needs, too.

The necessity of spreading defense work into additional factories, to save them from closing, and to speed up defense production had already been recognized. The Defense Contract Service and the OPM Labor Division were at work, one encouraging large defense manufacturers to "farm out" more of their work to small plants under subcontracts and the other retraining and obtaining reemployment for workers forced out by closing of civilian industries. During August 1941 the Defense Contract Service helped place \$97,000,000 of contracts and subcontracts.

To expand this program throughout the United States, the President created the Division of Contract Distribution and transferred to it the personnel and records of the Defense Contract Service.

One of the first items on the new division's program was to open additional field offices staffed with industrial and production engineers to assist manufacturers in making the necessary changes in their tools and equipment for effective use in defense production.

Another was to organize "defense production clinics" in communities throughout the country. These are meetings of defense contractors, who have work to "farm out," with other businessmen who have plants that can do the job. Officials of the Contract Distribution Division and officers of the Army, Navy, and Maritime Commission also attend.

In cooperation with the OPM Labor Division, the Contract Distribution Division certifies to the contracting services specific cases in which industries or communities are threatened with grave unemployment because of material shortage or priorities. The division recommends special consideration for such industries and specific plans for their conversion to defense production wherever practicable.

To aid the Director in carrying out his duties, the War and Navy Departments and the Maritime Commission, which let most of the contracts, have assigned liaison officers to the division. Two advisory committees called for by the Executive order have been created: one representing small business organizations and

**CONTRACT DISTRIBUTION DIVISION**

Concluded

the other composed of industrial, management, and productive engineers.

The Division also advises businessmen on the terms of defense contracts, assists them in obtaining financing for such contracts, directs small manufacturers to defense contractors and Government procurement officers who have work that they may do, and, in turn, helps defense contractors and procurement officers to find industrial facilities they need.

At the outset the division had 39 field offices. Others were added soon. In the following cities these are located in Federal Reserve banks and branch banks: Atlanta, Ga.; Baltimore, Md.; Birmingham, Ala.; Boston, Mass.; Chicago, Ill.; Cleveland, Ohio; Dallas, Tex.; Denver, Colo.; Detroit, Mich.; El Paso, Tex.; Helena, Mont.; Houston, Tex.; Kansas City, Mo.; Little Rock, Ark.; Los Angeles, Calif.; Louisville, Ky.; Memphis, Tenn.; Nashville, Tenn.; New Orleans, La.; New York, N. Y.; Oklahoma City, Okla.; Omaha, Nebr.; Philadelphia, Pa.; Pittsburgh, Pa.; Portland, Oreg.; Richmond, Va.; Salt Lake City, Utah; San Antonio, Tex.; San Francisco, Calif.; and St. Louis, Mo.

Other field offices of the division include: Buffalo, N. Y., 212 Traders Bank Building, Main and Swan Streets; Charlotte, N. C., New Liberty Life Building; Cincinnati, Ohio, 804 Union Trust Building; Des Moines, Iowa, 505 Crocker Building; Jacksonville, Fla., 504 Hildebrandt Building; Milwaukee, Wis., 1124 First Wisconsin National Bank Building; Minneapolis, Minn., 240 Rand Tower Building; Newark, N. J., 176 Sussex Avenue; Seattle, Wash., National Bank of Commerce Building; Columbus, Ohio, 305 Spahr Building, 50 East Broad Street; Indianapolis, Ind., Circle Tower; Hartford, Conn., Phoenix Bank Building, 805 Main Street; Providence, R. I., Industrial Trust Building, Westminster Street; Albany, N. Y., 75 State Street, State Bank Building; Portland, Maine, Room 501-502, 443 Congress Street; Rochester, N. Y., Chamber of Commerce Building, 55 St. Paul Street; Spokane, Wash., 629-630 Old National Bank Building; Springfield, Mass., 95 State Street; Wheeling, W. Va., Hawley Building, 1025 Main Street; Worcester, Mass., State Mutual Building, 340 Main Street.

FLOYD B. ODLUM, *Director.*

JOHN M. WHITAKER, *Executive Assistant.*

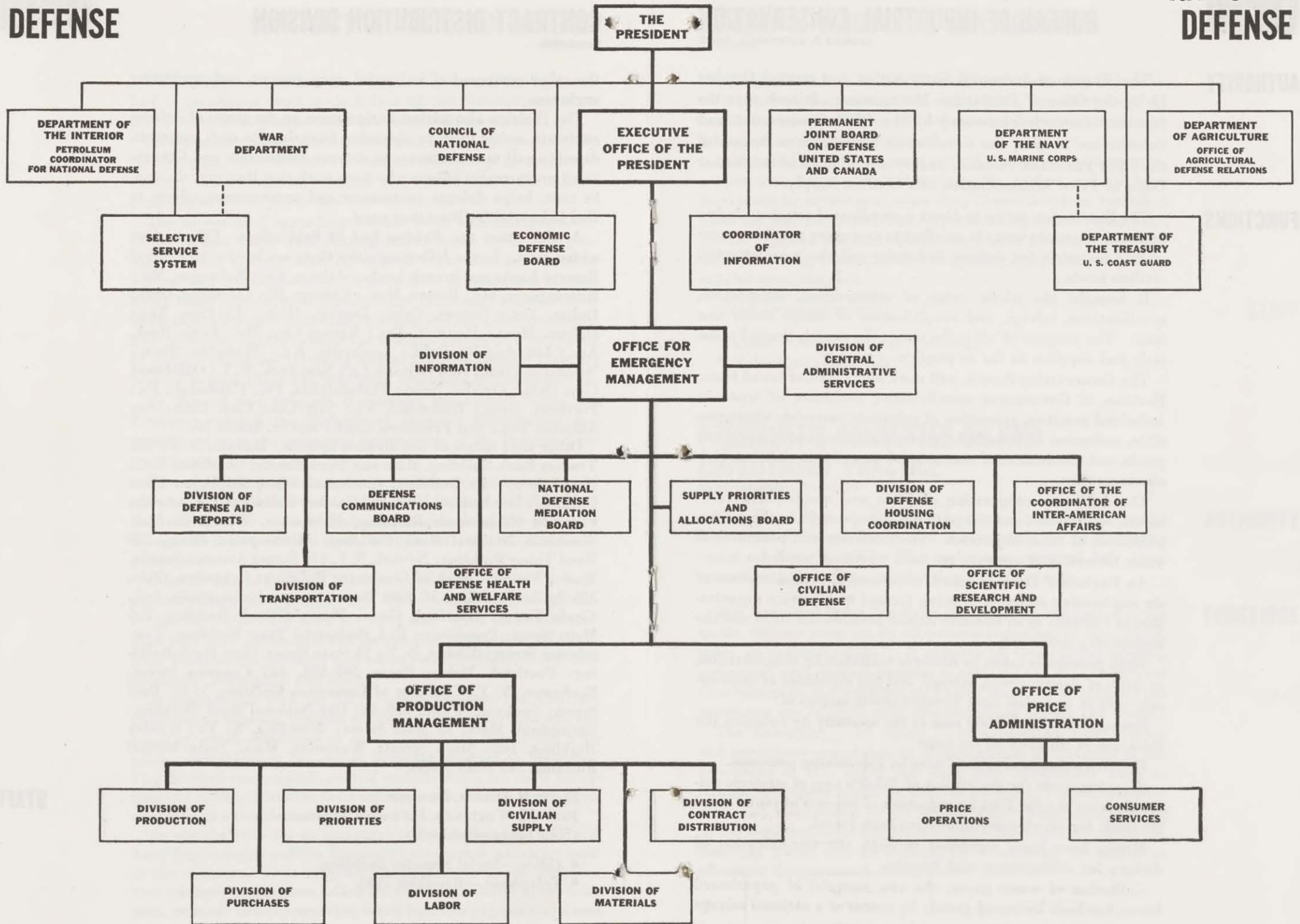
(Staff being organized.)

- *Office.*—Social Security Building.
- *Telephone.*—Republic 7500.

**STAFF**

# NATIONAL DEFENSE

# NATIONAL DEFENSE



### AUTHORITY

The Bureau of Industrial Conservation was created October 11 by the Office of Production Management. It took over the functions formerly performed by the OPM Conservation and Substitution Section, the Government Specifications Branch of the OPM Purchases Division, and by several units of the former Office of Price Administration and Civilian Supply.

### FUNCTIONS

The Bureau was set up to direct a coordinated attack on industrial and consumer waste in an effort to save every possible pound of raw materials for defense industries and the more essential civilian goods.

It brought the whole range of conservation, substitution, specifications, salvage, and simplification of design under one unit. The purpose of all is the same: To stretch limited materials and supplies as far as possible.

The Conservation Bureau will work along several broad lines: Revision of Government specifications, avoidance of waste in industrial practices, promotion of substitute materials where possible, collection of household waste, simplification of consumer goods, and elimination of nonessential uses of materials in which shortages exist.

The voluntary cooperation of State and municipal governments, of industry, and the public is being sought in the accomplishment of these objectives. The resources and personnel of other Government agencies are used whenever needed.

An Engineers' Defense Board, composed of representatives of six engineering societies, is being formed as a private organization to function as an effective liaison between the OPM and the engineering profession.

Steps previously taken to conserve materials by simplification, revision of specifications, salvage, and the avoidance of unnecessary uses of materials have brought about savings of:

Between 8,000 and 9,000 tons of tin annually by reducing the thickness of tin plate on tin cans.

Forty-two thousand tons of zinc in galvanizing processes.

Shipping space for the import of 225,000 tons of strategic materials from the Far East by reduction of imports of tapioca and ilmenite, for which substitutes have been found.

Metals have been conserved through the simplification of designs for refrigerators and bicycles.

Collection of waste paper, the raw material of paperboard boxes, has been increased greatly by means of a national salvage

# BUREAU OF INDUSTRIAL CONSERVATION

Concluded

campaign carried on by the Waste Paper Consuming Industries with active support of the OPA and OPM. Scrap-metal salvage has been augmented by an OPM-sponsored drive to convert more jallopies into scrap iron and steel.

Substantial savings of such critical materials as aluminum, copper, zinc, brass, nickel, chromium, tin, rubber, and silk have been made by revisions of more than 70 specifications, including those for flat tableware, laundry, and refrigeration equipment, certain types of hospital equipment, phases of cantonment and defense housing construction, fire-fighting equipment, and many articles containing silk.

(Staff being organized.)

- *Office.*—Social Security Building.
- *Telephone.*—Republic 7500.

# PRESIDENT'S COMMITTEE ON FAIR EMPLOYMENT PRACTICE

MARK ETHRIDGE, CHAIRMAN

The Committee on Fair Employment Practice was created within the Office of Production Management by an Executive order on June 25, 1941. This order was amended July 18 to increase the Committee membership from five to six.

The Executive order "reaffirms the policy of full participation in the defense program by all persons regardless of race, creed, color, or national origin." It requires all Government agencies concerned with defense training to take special steps to prevent discrimination and requires all future contracts to obligate the contractor not to make such discrimination against any worker.

The Executive order states: "The Committee shall receive and investigate complaints of discrimination in violation of the provisions of this order and shall take appropriate steps to redress grievances which it finds to be valid. The Committee shall also recommend to the several departments and agencies of the Government of the United States and to the President all measures which may be deemed by it necessary or proper to effectuate the provisions of this order."

# OPM

STAFF

AUTHORITY

FUNCTIONS

### MEMBERS

MARK ETHRIDGE (*Chairman*), *Vice President and General Manager*, Louisville Courier-Journal, Louisville, Ky.

EARL DICKERSON, *Attorney*, Chicago, Ill.

WILLIAM GREEN, *President*, American Federation of Labor, Washington, D. C.

PHILIP MURRAY, *President*, Congress of Industrial Organizations, Washington, D. C.

DAVID SARNOFF, *President*, Radio Corporation of America, New York.

MILTON P. WEBSTER, *Vice President*, Brotherhood of Sleeping Car Porters Union, Chicago, Ill.

LAWRENCE W. CRAMER, *Executive Secretary*.

- *Office*.—Social Security Building.
- *Telephone*.—Republic 7500.

### BUREAU OF RESEARCH AND STATISTICS

STACY MAY, CHIEF

### AUTHORITY

The Bureau of Research and Statistics, originally an agency of the Council of National Defense, was brought under the Office of Production Management March 7, 1941, under general authority given OPM in organic Executive order.

### FUNCTIONS

The Bureau serves as the central research and statistical agency of the Office of Production Management. Upon request it gives special research and statistical services to other governmental agencies engaged in the defense program. The Bureau also acts as the liaison between the OPM and other statistical agencies of the Government.

### STAFF

STACY MAY, *Chief*.

E. A. TUPPER, *Assistant Chief*.

#### BRANCH CHIEFS:

*Economic Analysis*.—MORRIS A. COPELAND.

*Military and Civilian Requirements*.—R. R. NATHAN.

*Statistics*.—EMERSON ROSS.

*Defense Impacts Branch*.—COL. J. M. S. WARING.

*Industrial and Commodity Research*.—E. A. TUPPER.

- *Office*.—Social Security Building.
- *Telephone*.—Republic 7500.

# BUREAU OF CLEARANCE OF DEFENSE INDUSTRY ADVISORY COMMITTEES

SIDNEY J. WEINBERG, CHIEF

The Bureau of Clearance of Defense Industry Advisory Committees was created June 24, 1941, by the OPM Council in Regulation No. 7.

The Bureau is the central point of clearance in the formation of Defense Industry Advisory Committees which aid the OPM industrial branches in an advisory capacity.

Each Defense Industry Advisory Committee is presided over by a Government presiding officer who is selected by the chief of the branch concerned, with the approval of the Director of the Division.

Committees, many of which also include subcommittees, have been set up for the following industries (name of Government presiding officer in parentheses):

Automotive (Andrew Stevenson); cork (Fred W. Gardner); electrical (Lewis A. Jones); iron and steel (Arthur D. Whiteside); pulp, paper, and paperboard (N. A. McKenna); paper products (N. A. McKenna); printing and publishing (N. A. McKenna); steel valves (Carl M. Lyngé); copper and zinc (John A. Church); shoes, leather products, hides, skins, and leather (Harold W. Florsheim and Maj. J. W. Byron); rubber (Barton Murray); rayon producers (Lessing J. Rosenwald); hosiery (Lessing J. Rosenwald); waste materials dealers (Paul C. Cabot); cordage (Frank Walton); and die casting (H. A. Anderson).

SIDNEY J. WEINBERG, *Chief.*

J. B. WALKER, *Special Assistant.*

- *Office.*—Social Security Building.
- *Telephone.*—Republic 7500.

# OPM

## AUTHORITY

## FUNCTIONS

## STAFF

# OPM

## ADMINISTRATIVE SERVICES\*

....., ADMINISTRATIVE OFFICER

### FUNCTIONS

Administrative Services of the Office of Production Management provides certain administrative services to the OPM, its operating divisions, the Defense Mediation Board, and the Supply Priorities and Allocations Board. These administrative services include budget, planning, personnel, correspondence, and general office services.

### STAFF

....., *Administrative Officer.*

ROLLAND D. SEVERY, *Assistant Administrative Officer.*

#### BRANCH CHIEFS:

*Budget and Planning.*—FRANCIS R. CAWLEY.

*Personnel.*—MARGARET HOLMEAD.

*Mail and Correspondence.*—L. H. BOERNER.

*Office Services.*—T. A. ANNAN.

- *Office.*—Social Security Building.
- *Telephone.*—Republic 7500.

## OFFICE OF GENERAL COUNSEL

JOHN LORD O'BRIAN, GENERAL COUNSEL

### FUNCTIONS

The Legal Division renders legal advice and assistance to the Office of Production Management and its operating divisions.

### STAFF

JOHN LORD O'BRIAN, *General Counsel.*

FREDRICK M. EATON, *Assistant General Counsel.*

HENRY H. FOWLER, *Assistant General Counsel.*

ALEXANDER HAWES, *Assistant General Counsel.*

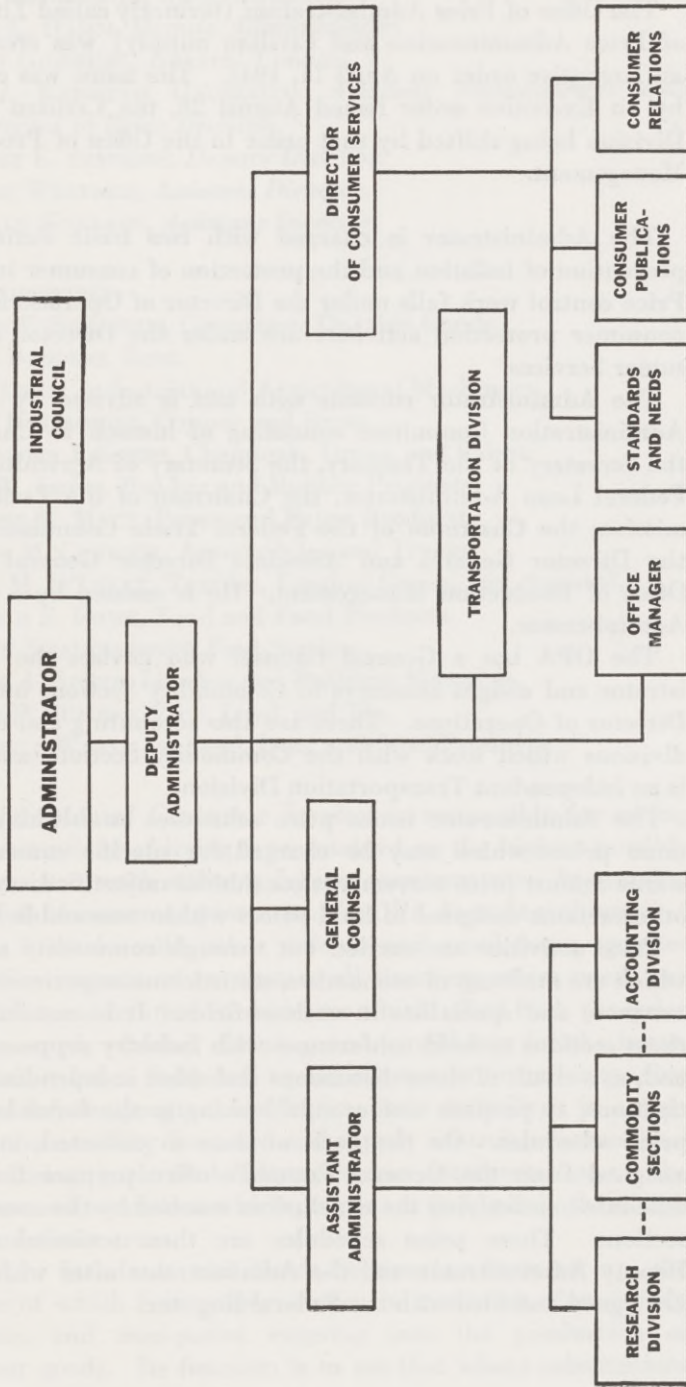
MILTON KATZ, *Assistant General Counsel.*

HERBERT S. MARKS, *Assistant General Counsel.*

GEOFFREY S. SMITH, *Assistant General Counsel.*

- *Office.*—Social Security Building.
- *Telephone.*—Republic 7500.

# OFFICE OF PRICE ADMINISTRATION



# OPA

# OFFICE OF PRICE ADMINISTRATION

LEON HENDERSON, ADMINISTRATOR

## AUTHORITY

The Office of Price Administration (formerly called The Office of Price Administration and Civilian Supply) was created by an Executive order on April 11, 1941. The name was changed by an Executive order issued August 28, the Civilian Supply Division being shifted by that order to the Office of Production Management.

## FUNCTIONS

The Administrator is charged with two basic duties: The prevention of inflation and the protection of consumer interests. Price control work falls under the Director of Operations, while consumer protection activities are under the Director of Consumer Services.

The Administrator consults with and is advised by a Price Administration Committee consisting of himself as Chairman, the Secretary of the Treasury, the Secretary of Agriculture, the Federal Loan Administrator, the Chairman of the Tariff Commission, the Chairman of the Federal Trade Commission, and the Director General and Associate Director General of the Office of Production Management. He is assisted by a Deputy Administrator.

The OPA has a General Counsel who advises the Administrator and assigns attorneys to Commodity Sections under the Director of Operations. There are also accounting and research divisions which work with the Commodity Sections and there is an independent Transportation Division.

The Administrator issues price schedules establishing maximum prices which may be charged for specific commodities, warns against price movements considered unjustified, and takes other actions designed to hold prices within reasonable bounds.

## PRICE OPERATIONS

Price activities are carried out through commodity sections, which are made up of economists, statisticians, experienced businessmen, and specialists in various fields. It is customary for these sections to hold conferences with industry representatives and, as a result of these discussions and other independent investigations, to prepare memoranda looking to the formulation of price schedules. On the basis of data so collected, attorneys assigned from the General Counsel's office prepare the price schedules, embodying the conclusions reached by the commodity sections. These price schedules are then reviewed by the Deputy Administrator and the Administrator after which they are signed and filed with the Federal Register.

# OFFICE OF PRICE ADMINISTRATION

Continued

## STAFF

LEON HENDERSON, *Administrator.*  
JOHN E. HAMM, *Deputy Administrator.*  
DAVID GINSBURG, *General Counsel.*  
DR. J. KENNETH GALBRAITH, *Assistant Administrator and  
Director of Price Division.*  
ROBERT E. SESSIONS, *Deputy Director.*  
PHILIP WELTNER, *Assistant Director.*  
DONALD WALLACE, *Assistant Director.*

### PRICE EXECUTIVES:

JAMES F. BOGARDUS, Consumers Durable Goods.  
KARL BORDERS, Rent.  
JOEL DEAN, Industrial and Agricultural Machinery.  
CARL HOLMQUIST, Copper and Brass.  
THEODORE J. KREPS, Chemicals, Drugs, and Paints.  
BEN W. LEWIS, Rubber and Rubber Products.  
ROBERT M. MACY, Paper and Paper Products.  
CYRUS MCCORMICK, Automobiles and Trucks.  
PAUL M. O'LEARY, Textiles, Leather Goods, and Apparel.  
HAROLD B. ROWE, Food and Food Products.  
QUINN SHAUGHNESSY, Fuel Section.  
PETER A. STONE, Lumber and Building Materials.  
JOHN D. SUMNER, Zinc, Lead, and Tin.  
ROSWELL WHITMAN, Steel, Iron, and Steel Products.

The Director of Consumer Services is responsible for seeing that the standard of living is maintained on the highest possible level consistent with military defense requirements. In carrying out its job of consumer protection the OPA does these things:

First, it works with other defense and nondefense agencies of the Government to see that at all times consumer needs are given full consideration in decisions which affect both the price and the supply of food, clothing, and furnishings for the home.

Second, it has a field staff to aid consumers in understanding how the defense program is affecting their daily lives, in appreciating the necessity for price and supply control measures, and also to bring back to headquarters an interpretation of the problems and conditions which people are facing in both defense and nondefense areas.

Third, a Standards and Needs Section has been set up, the purpose of which is to conserve essential resources of materials, machines, and man-power entering into the production of consumer goods. Its function is to see that where substitutions

## CONSUMER SERVICES

# OFFICE OF PRICE ADMINISTRATION

Concluded

must be made they do not vitally impair the usefulness of an article. Another of its objectives is to reduce the replacement rate of consumer goods and to eliminate wastes in buying so that important savings in scarce materials can be made. This section also formulates specifications used in price ceiling orders to prevent evasion through quality deterioration.

Fourth, information is provided about good buys in foods and by supplying essential facts about other commodities which will enable the housewife to conserve her own income and the Nation's resources. OPA aids consumers by showing them how to plan their buying, to eliminate waste, and to learn to use new substitutes.

## STAFF

MISS HARRIET ELLIOTT, *Associate Administrator and Director of Consumer Services.*

JOHN CASSELS, *Assistant Director.*

MRS. MAY THOMPSON EVANS, *Chief, Consumer Relations Section.*

ROBERT A. BRADY, *Chief, Consumer Standards and Needs Section.*

EARL W. ELHART, *Chief, Consumer Publications Section.*

- *Office.*—Temporary Building "D," Independence Avenue and Fourth Street SW.
- *Telephone.*—Republic 5050.

# DEFENSE COMMUNICATIONS BOARD

JAMES L. FLY, CHAIRMAN

The Defense Communications Board was created by Executive order on September 24, 1940. An administrative order issued January 7, 1941, requires that the work and activities of the Board be coordinated in and through the Office for Emergency Management under the direction and supervision of the President.

## AUTHORITY

The Defense Communications Board coordinates planning by all branches of radio and wire communications for national defense. The Board is without operating or procurement functions. It has no power of censorship, nor can it take over facilities. It has no paid personnel nor office of its own.

## FUNCTIONS

Members of the Board represent Federal departments and agencies interested in electrical communications. The Board is assisted by a Coordinating Committee and a Law Committee, members of which are on the staffs of the Government units represented on the Board. Two special advisory groups representative of private agencies interested in communications report directly to the Board. They are the Labor Advisory Committee and the Industry Advisory Committee.

There are also supplemental advisory committees representative of particular industries and other groups concerned. These are: Amateur, Aviation, Cable, Domestic Broadcasting, Interdepartment Radio, International Broadcasting, Radiocommunications, State and Municipal Facilities, Telegraph, United States Government Facilities, Communications Liaison Committee for Civilian Defense, and Priorities Liaison. The duties of these committees include advising the Board on their respective problems incident to the defense program. They are also required to make recommendations to the Board on such special studies as are assigned them by the Board.

JAMES LAWRENCE FLY (*Chairman*), *Chairman of the Federal Communications Commission.*

HERBERT E. GASTON (*Secretary*), *Assistant Secretary of the Treasury in charge of the Coast Guard.*

BRIG. GEN. DAWSON OLMSTEAD, *Chief Signal Officer of the Army.*

REAR ADM. LEIGH NOYES, *Director of Naval Communications.*

BRECKINRIDGE LONG, *Assistant Secretary of State in charge of the Division of International Communications.*

- *Office.*—Post Office Department Building.
- *Telephone.*—District 1654.

## THE BOARD

# DIVISION OF DEFENSE AID REPORTS

EDWARD R. STETTINIUS, JR., LEND-LEASE ADMINISTRATOR

## AUTHORITY

The Division of Defense Aid Reports was established within the Office for Emergency Management by Executive order May 2, 1941, to provide for the effective administration of the Act of March 11, 1941, entitled "An Act to Promote the Defense of the United States" (Public Act 11, 77th Cong.), known generally as the Lend-Lease Act.

## FUNCTIONS

The Division of Defense Aid Reports is charged with the following responsibilities:

Provide a central channel for the clearance of transactions and reports, and coordinate the processing of requests for aid under the Act;

Maintain such system of records and summary accounts, to be approved by the Bureau of the Budget, as may be necessary for adequate administrative and financial control over operations under the Act and as will currently reflect the status of all such operations;

Prepare such reports as may be necessary to keep the President informed of progress under the Act; assist in the preparation of reports for the President to transmit to Congress; as a clearing house of information for agencies participating in the program;

Perform such other duties relating to defense aid activities as the President may from time to time prescribe.

## STAFF

E. R. STETTINIUS, JR., *Special Assistant to the President, and Lend-Lease Administrator.*

MAJ. GEN. JAMES H. BURNS, *Executive Officer.*

PHILIP YOUNG, *Assistant Executive Officer.*

JAMES C. BUCKLEY, *Operations Division.*

BRIG. GEN. SIDNEY P. SPALDING, *Production Section.*

BRIG. GEN. GEORGE R. SPALDING, *Shipping and Storage Section.*

- *Office.*—515 22d Street NW.
- *Telephone.*—Republic 5050.

# DIVISION OF DEFENSE HOUSING COORDINATION

CHARLES F. PALMER, COORDINATOR

The Division of Defense Housing Coordination was established by Executive order January 11, 1941, within the Office for Emergency Management. Formerly it had functioned as a collateral unit of the Advisory Commission to the Council on National Defense.

## AUTHORITY

The rapid expansion of defense industries and the increase of military and naval personnel incident to the defense program cause shifts in the concentration of population and produce critical housing shortages in many localities of the country. It is the responsibility of the Defense Housing Coordinator to ascertain the amount and character of housing that must consequently be supplied for military and civilian personnel engaged in defense activities and to assure that the lack of adequate housing does not impede the National Defense effort.

## FUNCTIONS

The Division of Defense Housing Coordination builds no houses itself but works through other governmental and private agencies. It coordinates the operations of the housing agencies, as to financing and construction, with other defense activities.

The Coordinator makes recommendations to the President for housing programs and advises each Federal agency of its part in the proposed program. He advises Federal and private agencies in the formulation of plans, terms, rentals, and management policies in defense housing areas.

The Coordinator reviews all applications for priority rating on privately financed defense housing and makes recommendations to the OPM for assignment of ratings.

C. F. PALMER, *Coordinator.*

JACOB CRANE, *Assistant Coordinator.*

CARL HENRY MONSEES, *Executive Assistant.*

HERBERT S. COLTON, *Counsel.*

FERDINAND KRAMER, *Program Supervisor.*

J. W. ABNEY, *Administrative Officer.*

SAMUEL J. DENNIS, *Director, Analysis Division.*

## STAFF

# DIVISION OF DEFENSE HOUSING COORDINATION

Concluded

HOWARD STRONG, *Director, Homes Registration Division.*

CARL L. BRADT, *Director, Temporary Shelter Program.*

WILLIAM V. REED, *Director, Standards Division.*

M. ALLAN SNYDER, *Management Adviser.*

CORNELIUS BEARD, *Regional Coordinator, Region I.*

FRANK A. VANDERLIP, JR., *Regional Coordinator, Region II.*

PHILIP M. KLUTZNICK, *Acting Regional Coordinator, Region III.*

HARRY D. KNOWLTON, *Acting Regional Coordinator, Region IV.*

WINTERS HAYDOCK, *Regional Coordinator, Region V.*

J. W. CRAMER, *Director, Housing Priorities Division.*

- *Office.*—1600 Eye Street NW.
- *Telephone.*—Republic 5050.

# NATIONAL DEFENSE MEDIATION BOARD

WILLIAM H. DAVIS, CHAIRMAN

The National Defense Mediation Board was created on March 19, 1941, by Executive order within the Office for Emergency Management, to adjust labor disputes in defense industries.

## AUTHORITY

Three steps were set forth in the Executive order for the Board to follow in settling these controversies: (1) collective bargaining between the parties before the Board; (2) if this fails, voluntary arbitration; and (3) findings of fact and recommendations which may be made public.

Disputes reach the Board only by certification by the Secretary of Labor after the Commissioners of Conciliation fail to settle them.

The Board is composed of 30 members—11 regular members and 19 alternates, all of whom were appointed by the President. These men represent the three groups affected by labor controversies—employees, employers, and the public.

The Executive order does not require that the full Board sit in any case. A panel composed of either three or five members may act for the whole Board, provided that each of the three groups represented on the Board is represented on the panel.

The Board has no set policy but rather treats each case on its own merits and without reference to precedent. It prefers always to reach a settlement by collective bargaining between employers and employees; but, if this cannot be done, it makes recommendations which the parties are free to accept or reject as the Board has no power to make them binding.

The President, however, on May 27, 1941, in his declaration of an unlimited national emergency, stated that he expects both employers and employees to accept the recommendations of the Board. The Board has encountered only two instances in which its recommendations have been rejected—once by employees and once by an employer. The rejection by the union was later withdrawn. The rejection by the company resulted in the Government's taking over the plant.

The essential function of the National Defense Mediation Board is to insure that the production of materials for national defense shall not be interrupted. To this end, the Board, on receiving certification of a case, generally asks the men to go back to work if they are out on strike or requests that threatened strikes be postponed pending the Board's consideration of the dispute. In almost every case, these requests have been complied with.

## FUNCTIONS

# NATIONAL DEFENSE MEDIATION BOARD

Continued

## THE BOARD

### REPRESENTING THE PUBLIC:

#### Members:

- WILLIAM H. DAVIS (*Chairman*), *Attorney*, New York, N. Y.  
FRANK P. GRAHAM (*Vice Chairman*), *President*, University  
of North Carolina, Chapel Hill, N. C.  
CHARLES E. WYZANSKI, JR., *Attorney*, Brookline, Mass.

#### Alternates:

- CLARENCE A. DYKSTRA, *President*, University of Wisconsin,  
Madison, Wis.  
GEORGE W. STOCKING, Department of Justice, Washington,  
D. C.  
WALTER P. STACY, *Chief Justice*, North Carolina Supreme  
Court, Raleigh, N. C.  
WALTER T. FISHER, *Attorney*, Chicago, Ill.

### REPRESENTING THE EMPLOYER:

#### Members:

- CYRUS CHING, *Vice President*, U. S. Rubber Company, New  
York, N. Y.  
ROGER D. LAPHAM, *Chairman of the Board*, American-  
Hawaiian Steamship Company, San Francisco, Calif., and  
New York, N. Y.  
EUGENE MEYER, *Publisher*, Washington Post, Washington,  
D. C.  
WALTER C. TEAGLE, *Chairman*, Standard Oil Company of  
New Jersey, New York, N. Y.

#### Alternates:

- CHARLES E. ADAMS, *Chairman of Board*, Chemical Air  
Reduction Co., New York, N. Y.  
JOHN E. CONNELLY, *Attorney*, New York, N. Y.  
ROLLAND J. HAMILTON, *Secretary and Treasurer*, American  
Radiator and Standard Sanitary Corporation, New York,  
N. Y.  
GEORGE H. MEAD, *President*, The Mead Corporation, Dayton,  
Ohio.  
GERARD SWOPE, *Honorary President*, General Electric Co.,  
New York, N. Y.

# NATIONAL DEFENSE MEDIATION BOARD

Concluded

## REPRESENTING THE EMPLOYEE:

### Members:

PHILIP MURRAY, *President*, Congress of Industrial Organizations, Washington, D. C.

GEORGE MEANY, *Secretary-Treasurer*, American Federation of Labor, Washington, D. C.

GEORGE M. HARRISON, *President*, Brotherhood of Railway Clerks, AFL, Cincinnati, Ohio.

THOMAS KENNEDY, *Secretary-Treasurer*, United Mine Workers of America, CIO, Washington, D. C.

### Alternates:

JOHN BROPHY, *Director*, Industrial Union Councils, Congress of Industrial Organizations, Washington, D. C.

EDWARD J. BROWN, *President*, International Brotherhood of Electrical Workers, AFL, Washington, D. C.

JAMES B. CAREY, *Secretary*, Congress of Industrial Organizations, Washington, D. C.

CLINTON S. GOLDEN, *Regional Director*, Steel Workers Organizing Committee, CIO, Pittsburgh, Pa.

GEORGE LYNCH, *President*, Pattern Makers League of North America, AFL, Washington, D. C.

HUGH LYONS, *Regional Director*, Congress of Industrial Organizations, Boston, Mass.

EMIL RIEVE, *President*, Textile Workers Union, CIO, New York, N. Y.

ROBERT J. WATT, *Special Representative*, American Federation of Labor, Washington, D. C.

JAMES WILSON, *AFL Labor Counselor*, International Labor Office, Washington, D. C.

HERBERT WOODS, *Director of Research*, International Union of Operating Engineers, AFL, Washington, D. C.

RALPH T. SEWARD, *Executive Secretary*.

- *Office*.—Social Security Building.
- *Telephone*.—Republic 7500.

# OCD INSIGNIA



## STAFF CORPS



▲  
FIRST CLASS RATING



▲ ▲  
SENIOR WARDEN OR  
EQUIVALENT RANK



▲ ▲ ▲  
ZONE WARDEN OR  
EQUIVALENT RANK



▲  
CHIEF WARDEN OR  
EQUIVALENT RANK



▲ ▲  
CHIEF OF POLICE OR  
EQUIVALENT RANK



▲ ▲ ▲  
LOCAL DEFENSE COORDINATOR  
OR EQUIVALENT RANK



★  
REGIONAL DEFENSE COORDINATORS  
(WITHIN A STATE)



★ ★  
STATE DEFENSE COORDINATORS  
OR EQUIVALENT RANK



★ ★ ★  
AREA DIRECTORS, INSPECTORS  
GENERAL, DEPUTY DIRECTORS



★ ★ ★ ★  
U. S. DIRECTOR OF  
CIVILIAN DEFENSE



## BASIC INSIGNIA



NURSES' AIDES CORPS



MESSANGER



DECONTAMINATION  
CORPS



FIRE WATCHER



AUXILIARY POLICE



EMERGENCY FOOD  
AND HOUSING CREW



DRIVERS CORPS



ROAD REPAIR CREW



DEMOLITION AND  
CLEARANCE CREW



BOMB SQUAD



MEDICAL CORPS



AUXILIARY  
FIREMEN



RESCUE PARTY



AIR RAID WARDEN

# OFFICE OF CIVILIAN DEFENSE

FIGIELLO H. LAGUARDIA, DIRECTOR

The Office of Civilian Defense was established May 20, 1941, by Executive order within the Office for Emergency Management. The original order was amended by subsequent Executive orders: (1) enlarging the Volunteer Participation Committee, (2) including the American Red Cross among the organizations to be represented on the Board for Civilian Protection.

## AUTHORITY

The functions of the Office of Civilian Defense as defined in the Executive order are to—

## FUNCTIONS

Coordinate Federal Civilian Defense activities which involve relationships between the Federal Government and State and local governments;

Study and deal with problems which arise from the impact of the industrial and military defense effort upon local communities;

Assist State and local governments in the establishment of State and local councils or other agencies designed to coordinate civilian defense activities;

With the aid of the Board for Civilian Protection, plan and carry out civilian defense programs for the protection of life and property in the event of emergency, including the recruitment and training of civilian auxiliaries;

With the aid of the Volunteer Participation Committee, promote activities designed to sustain the national morale and to provide opportunities for constructive civilian participation in the defense program;

Review existing or proposed measures affecting State and local defense and recommend such additional measures as may be necessary or desirable to secure adequate civilian defense.

The Board for Civilian Protection, whose members serve as such without compensation and advise and assist the OCD Director in the formulation of civil defense programs, is made up of representatives of the War Department, the Navy Department, the Department of Justice, the Federal Security Agency, the American Red Cross, the Council of State Governments, the American Municipal Association, the United States Conference of Mayors, and the Volunteer Participation Committee.

Upon the recommendation of the Board, an Administrative order was issued establishing Regional Civilian Defense Areas and Regional Offices of the Office of Civilian Defense coincident with Army Corps Areas. The Division of State and Local Cooperation, previously established as an instrumentality of

# OFFICE OF CIVILIAN DEFENSE

Continued

the National Defense Advisory Commission, was absorbed in the Office of Civilian Defense.

The Volunteer Participation Committee, representative of the various regions and interests of the Nation, was created by the President on July 19, 1941. It comprises 45 members who serve without compensation.

The Committee as a whole acts in an advisory capacity to the Director of the Office for Civilian Defense. Its members, in groups of five, function in a similar capacity as advisers to each of the nine directors of the OCD.

## STAFF

FIORIELLO H. LAGUARDIA, *Director.*

T. SEMMES WALMSLEY, *Acting Deputy Director.*

CORRINGTON GILL, *Deputy Director in charge of Operations.*

MRS. FRANKLIN D. ROOSEVELT, *Assistant Director in charge of Participation.*

ELOISE DAVISON, *Assistant Director.*

S. HOWARD EVANS, *Acting Assistant Director.*

JOHN B. KELLY, *Assistant to the Director in charge of Physical Fitness, Suite 324, Board of Education Building, Philadelphia, Pa.*

### INSPECTORS GENERAL:

BERNARD M. DICKMAN, St. Louis, Mo.

JOSEPH CARSON, JR., Portland, Oreg.

JOSEPH D. SCHOLTZ, Louisville, Ky.

JAMES METZENBAUM, Cleveland, Ohio.

MURRAY STAND, New York, N. Y.

### REGIONAL DIRECTORS:

*First Civilian Defense Area.*—DEAN JAMES M. LANDIS, Boston, Mass.

*Second Civilian Defense Area.*—FRANKLIN D'OLIER, New York, N. Y.

*Third Civilian Defense Area.*—COL. CLIFTON LISLE (*Acting*), Baltimore, Md.

*Fourth Civilian Defense Area.*—JOSEPH MENENDEZ, Atlanta, Ga.

*Fifth Civilian Defense Area.*—COL. ROBERT S. HARSH (*Acting*), Columbus, Ohio.

*Sixth Civilian Defense Area.*—RAYMOND J. KELLY, Chicago, Ill.

*Seventh Civilian Defense Area.*—COL. EDWARD LEROY WILBUR (*Acting*), Omaha, Nebr.

*Eighth Civilian Defense Area.*—R. E. SMITH, San Antonio, Tex.

*Ninth Civilian Defense Area.*—JACK HELM (*Acting*), San Francisco, Calif.

# OFFICE OF CIVILIAN DEFENSE

Continued

U. S. COORDINATOR OF CIVILIAN DEFENSE:  
J. RUSSELL YOUNG, Washington, D. C.

VOLUNTEER PARTICIPATION COMMITTEE (by civilian defense areas):

*First:* Miss Jane Seaver, 22 Ridgeview Avenue, White Plains, N. Y. (for Massachusetts); George Putnam, President, New Hampshire Farm Bureau, Concord, N. H.; Edmund Burke, 60 State Street, Boston; Hugh Lyons, CIO Regional Director, 73 Tremont Street, Boston (for Connecticut); Dr. Kenneth M. Sills, President, Bowdoin College, Brunswick, Maine.

*Second:* Mrs. J. Borden Harriman, 541 East 72d Street, New York; Mrs. Anna M. Rosenberg, 1136 Fifth Avenue, New York; Dr. Edmund E. Day, Cornell College, Ithaca, N. Y.; Josiah Marvel, Wilmington, Del.; Louis P. Maciante, 509 Parkway Avenue, Trenton, N. J.

*Third:* Mrs. Gifford Pinchot, Milford, Pa.; Mrs. Dwight Davis, American Red Cross, National Headquarters, Washington, D. C.; William C. Bullitt, Meadow Farm, Penllyn, Pa.; Dr. John Stewart Bryan, President, William and Mary College, Williamsburg, Va.

*Fourth:* Jonathan Daniels, 1540 Caswell Street, Raleigh, N. C.; Mrs. Ellen S. Woodward, Member, Social Security Board, Washington, D. C. (for Mississippi); S. E. Roper, President, Alabama State Federation of Labor, Birmingham, Ala.; W. E. Jacobs, 103 Customs House, Nashville, Tenn.; Blanton Fortson, Athens, Ga.

*Fifth:* Frank Grillo, 503 United Building, Akron, Ohio; Carleton B. McCulloch, 1135 State Building, Indianapolis, Ind.; Mrs. Ruth Bryan Rohde, Alderson, W. Va.; Bishop Reverdy C. Ranson, Wilberforce University, Wilberforce, Ohio; Lawrence Hager, Owensboro, Ky.

*Sixth:* Mrs. Dorothy McAllister, 1530 Milton Street SE., Grand Rapids, Mich.; Van A. Bittner, Regional Director, Steel Workers Organizing Committee, 205 West Wacker Drive, Chicago; William T. Evjue, Editor, Capital Times, Madison, Wis.; Mrs. Rosa Gregg, 459 East Ferry Street, Detroit, Mich.; Barnet Hodes, Corporation Counsel, Chicago, Ill.

*Seventh:* Al Schindler, 6466 Devonshire Street, St. Louis; Mrs. Raymond Sayre (Ruth Buxton), Ackworth, Iowa; Judge John P. Devaney, Minneapolis; Henry Monsky, President, B'nai Brith, 737 Omaha National Bank Building, Omaha, Nebr.; R. T. Wood, President, Missouri State Federation of Labor, Springfield, Mo.

## VOLUNTEER COMMITTEE

# OFFICE OF CIVILIAN DEFENSE

Concluded

*Eighth:* Homer P. Rainey, President, University of Texas, Austin, Tex.; James Patton, President, National Farmers Union, Denver, Colo.; John W. Herbert, 800 Rivercrest Road, Fort Worth, Tex.; Mrs. Thomas Owen, 600 NW. 14th Street, Oklahoma City, Okla.; A. S. McBride, P. O. Box 802, Houston, Tex.

*Ninth:* Miss Helen Gahagan, 7141 Sanalda Road, Los Angeles, Calif.; Dr. Aurelia Reinhardt, Mills College, Oakland, Calif.; C. J. Haggerty, President, California State Federation of Labor, Labor Temple, Los Angeles, Calif.; Raymond W. Gill, President, Oregon State Grange, 1135 SE. Salmon Street, Portland, Oreg.; Mrs. John Boettiger, c/o Post Intelligencer, Seattle, Wash.

- *Office.*—Dupont Circle Apartments.
- *Telephone.*—Republic 5050.

# OFFICE OF DEFENSE HEALTH AND WELFARE SERVICES

PAUL V. McNUTT, DIRECTOR

The Office of Defense Health and Welfare Service was established September 3, 1941, by Executive order. The Federal Security Administrator was designated Director. The Office supersedes the Office of the Coordinator of Health, Welfare, and Related Defense Activities, created on November 28, 1940, by an order signed, with the approval of the President, by the Council of National Defense.

## AUTHORITY

The Office of Defense Health and Welfare Services serves as the center for coordination of health and welfare services available through Federal and other agencies, both public and private, to meet the needs of localities arising from the defense program and for the coordination of such services for the Nation as a whole during the emergency.

## FUNCTIONS

The Office makes available to States and localities, upon request, the services of health and welfare specialists to assist in the planning and execution of State and local programs. It keeps the President informed regarding the progress made in carrying out its responsibilities and performs such related duties as the President may from time to time assign.

The Office of Defense Health and Welfare Services collaborates with and utilizes, insofar as practicable, the facilities and services of existing agencies performing related functions. It is further the policy of the Office, in carrying out its functions, to work with and through the State and local defense councils and other appropriate State and local agencies and, in this connection, to cooperate with the Office of Civilian Defense in its relationships with State and local groups.

The Interdepartmental Advisory Council is composed of the heads of Federal agencies whose activities relate to those of the Director of Defense Health and Welfare Services. The Council advises the Director on major policy questions. Committees of specialists in the respective fields from public and private agencies, professional associations, and other interested groups have been set up on Health and Medical Care, Family Security, Nutrition, Social Protection, and Community Organization.

The field programs of the Office of Defense Health and Welfare Services are integrated through the Program Operation Branch.

Corresponding to the Interdepartmental Advisory Council, a Regional Advisory Council functions in each of the 12 geographical regions of the Social Security Board. The Regional Directors of the Social Security Board have been designated Regional

# OFFICE OF DEFENSE HEALTH AND WELFARE SERVICES

Concluded

Directors of Defense Health and Welfare Services and serve as chairmen of the Regional Advisory Councils. Representation on the Regional Advisory Council is, for the most part, from the same agencies that are represented on the Interdepartmental Advisory Council. The constituent agencies of the Federal Security Agency, namely, the Office of Education, the Public Health Service, the Social Security Board, the National Youth Administration, and the Civilian Conservation Corps, as well as other Federal agencies, are represented.

Within the central office there are two main functional subdivisions: the Division of Health and Welfare and the Division of Nutrition. In addition to its planning activities, the Division of Health and Welfare conducts its operations through the U. S. Public Health Service, the Office of Education, and the Social Security Board, all of whose liaison officers are part of the regular staff of the Agency, and through two newly created sections, those of Recreation and Social Protection.

With respect to recreation, the Division of Health and Welfare is responsible for stimulating and coordinating recreational programs in communities adjacent to Army, Navy, and defense industrial establishments and assisting such communities to secure supplementary recreational facilities.

With respect to social protection, the section, in cooperation with existing State and local agencies, is responsible for safeguarding the armed forces and civilian population from the various hazards of commercialized vice.

The major activities of the Nutrition Division, which works with the National Nutrition Advisory Committee, the subcommittees on Food and Nutrition and on Food Habits of the National Research Council, and the State Nutrition Committees are the organization and conduct of a nation-wide campaign for the improvement of nutritional standards.

## STAFF

PAUL V. McNUTT, *Director.*

MAURICE COLLINS, *Executive Assistant.*

CHARLES P. TAFT, *Assistant Director (Health and Welfare).*

GEOFFREY MAY, *Deputy Assistant Director (Health and Welfare).*

Dr. IRVIN ABELL, *Chairman, Health and Medical Committee.*

Dr. JAMES A. CRABTREE, *Executive Secretary, Health and Medical Committee.*

MILBURN L. WILSON, *Assistant Director (Nutrition).*

Dr. WILLIAM H. SEBRELL, *Deputy Assistant Director (Nutrition).*

• *Office.*—Social Security Building.

• *Telephone.*—Republic 6530.

# OFFICE OF THE COORDINATOR OF INTER-AMERICAN AFFAIRS

NELSON A. ROCKEFELLER, COORDINATOR

The Office of the Coordinator of Inter-American Affairs was established by Executive Order on July 30, 1941, within the Office for Emergency Management. This Executive Order superseded that of August 16, 1940, which set up the Office of the Coordinator of Commercial and Cultural Relations Between the American Republics.

## AUTHORITY

The Office of the Coordinator of Inter-American Affairs coordinates all activities of this country designed to improve cultural and commercial relations among the nations of the Western Hemisphere. It operates both through governmental and private agencies in such fields as the arts and sciences, education and travel, the radio, the press, and the cinema.

## FUNCTIONS

The work of the Office is divided broadly into four classifications: financial and commercial development, cultural interchange, communications, and social and civic welfare. In all activities there are two considerations: first, the emergency aspect and, second, the long-term aspect. In many cases a single project may embody both aspects. Among the activities of the Office are:

*Financial and Commercial Development.*—The Office of the Coordinator has cooperated with buying agencies of the Government in an attempt to increase imports to this country from Latin America. The Coordinator serves as special advisor to the Director of Priorities in order to make available essential goods to other American Republics in conformity with the entire United States defense effort.

A very substantial source of revenue for the Nazis in Central and South America has been money derived from anti-American representatives of United States business in those countries. The Office of the Coordinator, in collaboration with the Departments of State and Commerce, has undertaken a program for replacement of agents and sales outlets identified directly or indirectly with anti-American activities in the other American Republics. This operation laid the groundwork for the "Proclaimed List of Certain Blocked Nationals."

A merchandising advisory service has been set up with headquarters in New York City to facilitate the sale and interchange of consumer goods in the United States and other American Republics.

*Cultural Relations.*—A comprehensive education program to stimulate the teaching in United States schools of subjects dealing with other American Republics has been initiated by the

# OFFICE OF THE COORDINATOR OF INTER-AMERICAN AFFAIRS

Continued

Education Committee of the Office of the Coordinator. A broad program of student interchanges has been inaugurated.

Through its work in the field of publications, the Office of the Coordinator is trying to overcome the language handicap which has to a large extent prevented an interchange of literature among the peoples of the American Republics.

In the field of art, exhibits of three sets of contemporary United States oil and water-color paintings have been shown in the principal cities of the other American Republics.

The Inter-American Music Center has been established in the Pan American Union with the help of the Office of the Coordinator. The Center is making available for public use a collection of North and South American sheet music and is doing original music research.

*Communications.*—A radio section is striving to increase both the quality and quantity of broadcasts between the United States and the other American Republics. Arrangements have been made for better editing of news broadcasts by all short-wave stations in the United States.

The Office seeks to increase the transmission of news, articles, and pictures between the United States and the other Republics.

Through the cooperation of the Association of Motion Picture Producers, Inc., and other organizations of the motion-picture industry, the Motion Picture Society for the Americas has been created. This Society correlates, reviews, and disseminates information and ideas dealing with motion-picture activities affecting the other American Republics.

*Social and Civic Problems.*—In the field of health, child welfare, social legislation, and allied subjects, the Office of the Coordinator has embarked on an integrated program of interchange and cooperation with various other American Republics.

# OFFICE OF THE COORDINATOR OF INTER-AMERICAN AFFAIRS

Concluded

## STAFF

*Coordinator.*—NELSON A. ROCKEFELLER.

*Assistant Coordinator.*—CARL B. SPAETH.

*Assistant Coordinator.*—WALLACE K. HARRISON.

*Executive Director.*—JOHN C. McCLINTOCK.

*General Counsel and Secretary.*—JOHN E. LOCKWOOD.

*Special Assistant and Information Director.*—FRANCIS A. JAMIESON.

*Special Assistant.*—JOHN S. DICKEY.

*Communications Division.*—DON FRANCISCO, *Director.*

*Cultural Relations Division.*—WALLACE K. HARRISON, *Chairman*; JOHN M. CLARK, *Director.*

*Commercial and Financial Division.*—JOSEPH C. ROVENSKY, *Chairman*; BERENT FRIELE, *Commercial Director*; PAUL NITZE, *Financial Director.*

*Agricultural Division.*—JOSEPH C. ROVENSKY, *Chairman*; EARL N. PRESSMAN, *Director.*

*Health and Security Division.*—JOHN M. CLARK.

• *Office.*—Commerce Department Building.

• *Telephone.*—Republic 5050.

# OFFICE OF SCIENTIFIC RESEARCH AND DEVELOPMENT

DR. VANNEVAR BUSH, DIRECTOR

## AUTHORITY

The Office of Scientific Research and Development was established by Executive order on June 28, 1941, within the Office for Emergency Management, "for the purpose of assuring adequate provision for research on scientific and medical problems relating to the national defense."

## FUNCTIONS

The Office of Scientific Research and Development has authority under the Executive order to—

Advise the President on scientific and medical research relating to national defense;

Mobilize scientists and equipment to assure maximum utilization in the national interest;

Coordinate and, where desirable, supplement the experimental and other scientific and medical research activities relating to defense of the War and Navy and other governmental departments and agencies;

Develop broad plans, initiate, and support research on weapons of war and medical problems;

Initiate and support scientific and medical research for other countries whose defense the President may deem vital to defense of the United States.

The Office is authorized to utilize the laboratories, equipment, and services of other governmental agencies. Under provisions of the organic order, the Office absorbed the National Defense Research Committee and the Health and Medical Committee, both established by the Council of National Defense, and took over some functions of the Office of Coordinator of Health, Welfare, Nutrition, Recreation, and Related Activities.

## ORGANIZATION

*Director.*—VANNEVAR BUSH, President of the Carnegie Institution of Washington.

*Advisory Council.*—VANNEVAR BUSH (*Chairman*); HARVEY H. BUNDY, Special Assistant to the Secretary of War; JAMES B. CONANT, President of Harvard University; JEROME C. HUNSAKER, Chairman of the National Advisory Committee for Aeronautics and Coordinator of Research and Development, Office of the Secretary of the Navy; A. N. RICHARDS, University of Pennsylvania.

*National Defense Research Committee.*—JAMES B. CONANT (*Chairman*), President of Harvard University.

# OFFICE OF SCIENTIFIC RESEARCH AND DEVELOPMENT

Concluded

*Committee on Medical Research.*—A. N. RICHARDS (*Chairman*), University of Pennsylvania.

*Liaison Office.*—CARROLL L. WILSON, *Senior Liaison Officer.*

*Administrative Division.*—IRVIN STEWART, *Executive Secretary*, who serves in similar capacity for National Defense Research Committee and Committee on Medical Research.

- *Office.*—1530 P Street NW.
- *Telephone.*—Republic 5050.

# TRANSPORTATION DIVISION

RALPH BUDD, COMMISSIONER

## AUTHORITY

The Transportation Division was first set up as a unit of the Advisory Commission to the Council of National Defense. It was coordinated through the Office for Emergency Management by administrative order on January 7, 1941.

## FUNCTIONS

It is the function of the Commissioner of Transportation to coordinate transportation facilities of the country to meet defense requirements and to investigate transportation and warehousing problems, particularly with a view of anticipating possible shortages and recommending action to avoid them.

The Commissioner of Transportation has made use of both Government and industrial agencies in carrying out the functions of his office.

Because of the diversified nature of the motor transport industry, the Commissioner has appointed a Central Motor Transportation Committee, the members of which represent the public, for-hire carriers, private carriers, and agriculture. Under this Central Committee, in turn, there have been set up 16 regional committees covering all sections of the country. The functions and duties of the committees, in general terms, are to formulate and execute plans for the efficient and economical use of highways and commercial motor vehicles in the interests of National Defense.

Due to the need for increased land movement of petroleum into the East following the diversion of tankers to Great Britain, the Transportation Commissioner suggested to owners of the railroad tank cars the formation of a committee to consider the problem. The Tank Car Service Committee was formed. Results of a study of tank-car supply were furnished to Oil Coordinator Ickes and others interested.

Following the establishment of the Supply Priorities and Allocations Board the Commissioner appointed two committees to represent the Transportation Division in priority matters relating to the supply of material required for building railroad freight cars and locomotives.

## STAFF

RALPH BUDD, *Commissioner.*

KARL W. FISCHER, *Deputy Commissioner.*

A. FRANCIS SWINBURNE, *Executive Assistant.*

SAMUEL G. SPEAR, *Warehousing Specialist.*

# TRANSPORTATION DIVISION

Concluded

## CONSULTANTS:

HARRY D. CROOKS, *Warehousing.*

ALEX W. DANN, *Inland Waterways (except Great Lakes).*

FAYETTE B. DOW, *Pipe Lines.*

CHARLES GORDON, *Urban Transit.*

THOMAS P. HENRY, *Private Automobiles.*

J. M. HOOD, *Short Line Railroads.*

COL. EDGAR S. GORRELL, *Air Transportation (domestic).*

A. T. WOOD, *Great Lakes Shipping.*

A. V. BOURQUE, *Railroad Tank Cars.*

## CENTRAL MOTOR TRANSPORTATION COMMITTEE:

JOHN L. ROGERS (*Chairman*), Interstate Commerce Commission.

H. H. KELLY (*Executive Secretary*), Interstate Commerce Commission.

## TANK CAR SERVICE COMMITTEE:

J. S. WOOD (*Chairman*), Pan American Petroleum Transportation Corporation, New York, N. Y.

A. V. BOURQUE (*Executive Secretary*), Room 700, 547 West Jackson Boulevard, Chicago, Ill.

- *Office.*—Federal Reserve Building.
- *Telephone.*—Republic 5050.

# ECONOMIC DEFENSE BOARD

VICE PRESIDENT HENRY A. WALLACE, CHAIRMAN

## AUTHORITY

The Economic Defense Board was established by Executive order on July 30, 1941, "for the purpose of developing and coordinating policies, plans, and programs designed to protect and strengthen the international economic relations of the United States in the interest of national defense." It is not a part of the Office for Emergency Management. On September 15, 1941, the Office of Export Control was placed under the Economic Defense Board by Executive order.

## FUNCTIONS

The Board is authorized and directed by the Executive Order to perform the following functions:

Advise the President as to economic measures to be taken or functions to be performed in the interest of national defense;

Coordinate the policies and actions of Government departments and agencies carrying on activities relating to economic defense;

Develop integrated economic defense plans and see to it that they are carried out by appropriate governmental agencies;

Make investigations and advise the President on the relationship of economic defense measures to post-war economic construction and on the steps to be taken to protect the trade position of the United States and to expedite the establishment of sound, peacetime international economic relationships;

Review proposed or existing legislation affecting economic defense and, with the approval of the President, recommend any additional legislation that may be necessary or desirable;

Perform functions heretofore assigned to the Office of Export Control, and related functions heretofore performed by the Division of Controls, Department of State;

Obtain, develop, and determine over-all estimates of materials and commodities required for export purposes in the interest of the economic defense of the Nation;

Advise the Office of Production Management as to the priorities required for the delivery of materials and commodities in carrying out the economic defense program;

Provide a central clearing house to which exporters, manufacturers, and foreign importers may submit proposals.

# ECONOMIC DEFENSE BOARD

Concluded

for the export of materials and commodities; and obtain clearance for such proposals from the several Federal agencies concerned with the control of exports and financial transactions incidental thereto.

The transfer of the duties heretofore performed by the Office of Export Control and of the related functions of the Division of Controls, Department of State, to the Economic Defense Board centralized the control of exports in the interests of National Defense.

Administration of the various activities relating to economic defense remains with the several departments and agencies now charged with such duties, but such administration must conform to the policies formulated or approved by the Board.

In addition to those represented on the Board, the following agencies and departments are directed to designate representatives to maintain "continuing relationships" with the Board:

The Departments of the Post Office, the Interior, and Labor, the Federal Loan Agency, the United States Maritime Commission, the United States Tariff Commission, the Federal Trade Commission, the Board of Governors of the Federal Reserve System, the Securities and Exchange Commission, the National Resources Planning Board, the Defense Communications Board, the Office of Production Management, the Office of Price Administration, the Office of the Coordinator of Inter-American Affairs, the Permanent Joint Board on Defense, the Division of Defense Aid Reports, the Coordinator of Information, and such additional departments and agencies as the Chairman may from time to time determine.

HENRY A. WALLACE (*Chairman*), *Vice President*.

CORDELL HULL, *Secretary of State*.

HENRY MORGENTHAU, JR., *Secretary of the Treasury*.

HENRY L. STIMSON, *Secretary of War*.

FRANCIS BIDDLE, *Attorney General*.

FRANK KNOX, *Secretary of the Navy*.

CLAUDE R. WICKARD, *Secretary of Agriculture*.

JESSE JONES, *Secretary of Commerce*.

MILO PERKINS, *Executive Director*.

- *Office*.—2501 Q Street NW.
- *Telephone*.—Republic 5050.

## THE BOARD

# OFFICE OF AGRICULTURAL DEFENSE RELATIONS

M. CLIFFORD TOWNSEND, DIRECTOR

## AUTHORITY

The Office of Agricultural Defense Relations is a planning, advisory, and liaison office set-up within the Department of Agriculture to serve and represent the Nation's farmers in the over-all defense program. The Office was established at the request of the President, who transferred to the Secretary of Agriculture on May 5, 1941, those functions which were previously assigned to the Division of Agriculture of the National Defense Advisory Commission.

## FUNCTIONS

Following is the letter from the President to the Secretary of Agriculture requesting establishment of the Office of Agricultural Defense Relations and outlining the duties and functions of the Office:

MY DEAR MR. SECRETARY:

As emergency defense activities continue to develop and expand, I am deeply concerned that adequate provision be made for the correlation of agricultural operations with other elements of the national defense program. Up to the present time, the principal responsibility for bringing agricultural activities into proper focus in relation to defense has been vested in the Division of Agriculture of the National Defense Advisory Commission. With the aim of further strengthening the emergency organization for defense, I believe it now desirable to place these special defense activities directly in the Department of Agriculture, where they will be brought closer to the established agricultural programs of the Government.

Accordingly, I am placing in the Department of Agriculture, effective May 5, 1941, those functions which were previously assigned to the Division of Agriculture of the National Defense Advisory Commission. To provide for the conduct of these functions, it is my desire that you establish within your immediate office an "Office for Agricultural Defense Relations." This Office, directed by a responsible official and consisting of a small group of policy and liaison persons, should not only continue those activities previously performed by the Division of Agriculture, but should also assist you in carrying out the defense activities now located in the Department.

In requesting the creation of this Office, I am taking the position that, broadly conceived, the most vital operating functions of agriculture in the defense program are, first, the guarantee of an adequate supply of food for the needs of this Nation and supplemental needs of those nations whose defense is essential to the defense of this country and, second, the provision of sufficient agricultural raw materials for expanded defense production. In the accomplishment of these major purposes, it will be necessary to assure that the agricultural balance is not destroyed and that the consequent ability of the agricultural population to fulfill its contribution to the defense effort is not impaired.

With this concept of the role of agriculture in defense, I suggest that the Office for Agricultural Defense Relations perform the following duties under your supervision:

1. Serve as a clearing house to bring into common focus the consideration of agricultural needs and problems as they relate to the defense program;

# OFFICE OF AGRICULTURAL DEFENSE RELATIONS

Continued

2. Facilitate the coordination of defense operations carried on by the various bureaus and agencies of the Department of Agriculture;
3. Assist the Secretary in the maintenance of effective channels of communication between the Department of Agriculture and the several agencies of the Office for Emergency Management, the Departments of War and Navy, and other defense agencies, with respect to problems of procurement, production, priorities, price, and other activities involving agricultural considerations;
4. Assist in the planning of adjustments in the agricultural program in order to meet defense needs.

Even though located within the Department of Agriculture and responsible directly to you, this special Office should be considered an integral part of the emergency defense organization. In this role, the Office will be in a strategic position to work and cooperate with the several units of the Office for Emergency Management, the War and Navy Departments, and other defense agencies.

Very sincerely yours,

FRANKLIN D. ROOSEVELT.

*The Production Division* is responsible for working with the Army, the Navy, the OPM industrial branches, the Office of Price Administration, and the various agencies within the Department of Agriculture on problems relating to the military, lend-lease, and domestic demands for agricultural products, including food, fats and oils, cotton, wool and other agricultural fibers, forest products, certain drugs, and leather. It is this division's job to work with the various "action" agencies of the Department of Agriculture to adjust production and acquisition of these products so as to meet demand. The division is also responsible for contacts with the Office of Price Administration relating to agricultural price problems.

*The Farm Equipment and Supplies Division* is responsible for helping to obtain priorities for agriculture. This field includes metals for farm equipment and for plants processing farm products; chemicals for agricultural uses, such as fertilizers, insecticides and fungicides; petroleum products and other materials needed to maintain the farm plant.

*The Labor and Rural Industries Division* is responsible for developing and planning programs, in cooperation with existing agencies, to assist in handling farm-labor problems. This division also reviews and analyzes proposals for the location of defense industrial plants in rural areas and consults with the OPM Labor Division on all labor relations involving agriculture.

*The Transportation and Marketing Division* is responsible for helping to obtain transportation, warehousing, packag-

# OFFICE OF AGRICULTURAL DEFENSE RELATIONS

Concluded

ing, and marketing facilities for agricultural products and supplies. It works in close cooperation with the Transportation Division of the Office for Emergency Management, the Interstate Commerce Commission, and agricultural agencies.

M. CLIFFORD TOWNSEND, *Director.*

DAVID MEEKER, *Assistant Director.*

TRIS COFFIN, *Executive Assistant.*

WHITNEY THARIN, *Information Assistant.*

## STAFF

### DIVISION CHIEFS:

D. A. FITZGERALD, *Production.*

L. L. NEEDLER, *Farm Equipment and Supplies.*

W. J. ROGERS, *Labor and Rural Industries.*

E. O. MALOTT, *Transportation and Marketing.*

- *Office.*—South Building, Agriculture Department.
- *Telephone.*—Republic 4142.



OFFICE FOR  
EMERGENCY  
MANAGEMENT

**HANDBOOK**

