

REDUCTION OF NONESSENTIAL FEDERAL  
EXPENDITURES

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ADDITIONAL REPORT  
OF THE  
JOINT COMMITTEE ON REDUCTION  
OF NONESSENTIAL FEDERAL EXPENDITURES  
CONGRESS OF THE UNITED STATES

PURSUANT TO  
SECTION 601 OF THE REVENUE  
ACT OF 1941

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NATIONAL YOUTH ADMINISTRATION



MAY 24, 1943.—Referred to the Committee on  
Appropriations and ordered to be printed

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CONGRESS OF THE UNITED STATES  
JOINT COMMITTEE ON REDUCTION OF NONESSENTIAL FEDERAL EXPENDITURES

CREATED PURSUANT TO SECTION 601, OF THE REVENUE ACT OF 1941

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## LETTER OF TRANSMITTAL

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CONGRESS OF THE UNITED STATES,  
JOINT COMMITTEE ON REDUCTION OF NON-  
ESSENTIAL FEDERAL EXPENDITURES,  
May 24, 1943

Hon. HENRY A. WALLACE,  
*The Vice President of the United States.*

MY DEAR MR. VICE PRESIDENT: In accordance with title 6 of the Revenue Act of 1941, Public Law No. 250, Seventy-seventh Congress, as chairman of the Joint Committee on Reduction of Nonessential Federal Expenditures, it gives me pleasure to present an additional report from the committee, which I ask that you lay before the Senate of the United States, with a view to its being printed as a Senate document.

Respectfully submitted.

HARRY F. BYRD,  
*Chairman.*



# REDUCTION OF NONESSENTIAL FEDERAL EXPENDITURES

## REPORT ON THE NATIONAL YOUTH ADMINISTRATION

The Joint Committee on Reduction of Nonessential Federal Expenditures was established pursuant to title 6 of the Revenue Act of 1941 (Public Law 250, 77th Cong.), approved September 20, 1941, which directed it to—

make a full and complete study and investigation of all expenditures of the Federal Government with a view to recommending the elimination or reduction of all such expenditures deemed by the committee to be nonessential, and to report to the President and to the Congress the results of its study, together with its recommendations \* \* \*

Pursuant to this authority the Joint Committee on Reduction of Nonessential Federal Expenditures has constantly sought facts which reveal the essential or nonessential character of Federal spending, and which have been the basis for numerous recommendations to Congress.

One such organization which has been scrutinized is the National Youth Administration. On the basis of studies and hearings, herein-after described, the committee is able to make the following recommendations.

### RECOMMENDATIONS

1. It is recommended that the National Youth Administration be abolished on June 30, 1943, and that its equipment and facilities be made available either to essential war agencies or through sale to private industry at the discretion of the Director of the Bureau of the Budget as provided for in Executive Order 9235.

2. It is recommended that the personnel be transferred to necessary war work.

3. It is recommended that the Department of Labor and the War Manpower Commission make every effort to assist the war industries to carry on their own industrial training programs.

### ELIMINATION OF NATIONAL YOUTH ADMINISTRATION FROM 1944 BUDGET

Consequently the committee believes that no part of the \$59,304,000 requested for the National Youth Administration as a part of the War Manpower Commission budget should be granted for the fiscal year 1944.

The basis for the foregoing recommendations is to be found in the following pages. From these it will be seen that the training program of the National Youth Administration is very similar to that of the Office of Education and of a number of other Federal bureaus.

Moreover, it will be seen that in a comparison of cost, personnel, the number of trainees, and the number of training stations, the National Youth Administration does not compare favorably with similar groups; that waste in the National Youth Administration is evident in the use of funds, equipment, and manpower; and that duplication and overlapping of functions occur among the war-training programs of the National Youth Administration, the Office of Education, and other Government bureaus.

### THREE-FOURTHS BILLION TO THE NATIONAL YOUTH ADMINISTRATION

The total amount allotted and appropriated to the National Youth Administration from 1935 through 1943 cannot be estimated to the penny, but it is possible to state that the following table reasonably approximates the appropriations and allocations made since its inception in 1935.

#### *Total appropriations and allocations to the National Youth Administration*

Emergency Relief Acts appropriations, 1935-1938-----	\$335, 501, 239
Administrative expenses paid from Works Progress Administration, 1935-38-----	9, 847, 358
<hr/>	<hr/>
Total-----	345, 348, 597
Less amount returned to master account-----	5, 373, 152
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Total-----	339, 975, 445
Regular appropriations, 1939-43-----	431, 439, 000
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Total-----	771, 414, 445

Thus, during its varied career under the Works Progress Administration, the Federal Security Administration, and the War Manpower Commission, the National Youth Administration has been appropriated \$771,414,445. This sum includes \$61,274,000, the appropriation for 1943. That there is no longer any need for such expenditures is apparent from the following discussion.

### DUPLICATION OF PURPOSE

It may be stated unequivocally that the National Youth Administration does in effect duplicate, overlap, or perform functions similar to those of six other Government bureaus as well as conduct training for which the Federal Government is already paying large sums of money to private industry. By reason of this multiple duplication of effort, manpower, equipment, and money, if for no other reason, the National Youth Administration no longer seems to justify the appropriations it receives.

To prove that the National Youth Administration is duplicating other bureaus in its functions, it will be necessary to examine the programs of a number of agencies performing similar duties. The War Manpower Commission has published a bulletin revealing that the following groups under its control deal with war training:

1. Training Within Industry Service advises on over-all on-the-job training problems and is specifically assigned to promote production training through specific training programs for supervisors, instructors, and training directors.

2. Apprentice and Training Service advises on over-all training problems and is specifically assigned to promote production training through development of complete training programs which provide on-the-job training coordinated with the training services supplied by other agencies.

3. Vocational Training for War Production Workers (formerly Vocation Education, National Defense), United States Office of Education, in cooperation with State and local vocational schools, is specifically assigned to give training of less than college grade to war production workers.

4. Vocational Training for Rural War Production Workers, in cooperation with State boards for vocational education and local departments of vocational agriculture, is specifically assigned to give training of less than college grade in the production of farm commodities and in the repair, operation, and construction of farm machinery and equipment.

5. Engineering, Science, and Management War Training, United States Office of Education, in cooperation with colleges and universities, is specifically assigned to offer training of college grade in engineering, chemistry, physics, and production supervision to train professional and technical workers for war industries.

6. National Youth Administration is specifically assigned to provide training to unemployed, out-of-school youth between the ages of 16 and 25, in skills required in war industries.

7. The United States Employment Service is specifically assigned to deal with labor supply, make recommendations regarding training needs and on the most effective use of personnel in terms of the prevailing and anticipated labor requirements. The Employment Service will direct industry to the service assigned to give the training assistance needed.

In addition, according to testimony presented before the Joint Committee on Reduction of Nonessential Federal Expenditures by Mr. Aubrey Williams, Executive Director of the National Youth Administration, it is understood that industry itself is being paid in some instances as much as 2 percent on war contracts for the specific purpose of training apprentices or recruits in courses similar to, or supplementary to, those given by the National Youth Administration and the Office of Education. The Government apparently is paying industry to train youths and men for war jobs while it is at the same time carrying on similar training programs in its own organizations.

Specifically the program of the National Youth Administration duplicates that of the Office of Education in its defense training work as well as that of those other Government bureaus and industry itself. This is evident when one compares the functions of the National Youth Administration with those of that Office. The original purpose of the National Youth Administration—to provide work relief for persons no longer in regular attendance at school—has largely been supplanted by the purpose outlined in the provisions of the appropriation act for the National Youth Administration:

to provide employment and work training for unemployed young persons of the ages of 16 to 24, inclusive, on resident and nonresident workshop and other projects approved by the Chairman of the War Manpower Commission as needed in the prosecution of the war in furnishing work experience and work training preparatory to employment in occupations in which there is a present or potential shortage of labor.

Similarly, the United States Office of Education assists the States in organizing and conducting vocational courses of less-than-college graduates through—

- (a) Courses supplementary to employment in occupations essential to national defense,
- (b) Preemployment courses, and
- (c) Refresher courses for workers with some previous occupational experience.

In addition to the foregoing, the Office of Education has within its scope the following:

To assist the States in the organization and conduct of vocational courses and related or other necessary instruction for out-of-school, rural, and nonrural persons; cooperate with the States in determining the necessary equipment and supplies to be purchased from Federal funds. Approve or disapprove proposed expenditures for the States for such programs. Approve or disapprove proposed expenditures for the purchase or rental of additional equipment and rental of additional space for such programs. Administer an appropriation of \$5,000,000 to help, by loans, needy college students who can complete in 2 years their study of physics, engineering, medicine, dentistry, and pharmacy.

Obviously, then, there is a duplication of purpose in the stated objectives of the two organizations. This duplication becomes alarming when viewed from the standpoint of cost.

#### DUPLICATION IN 1944 BUDGET ESTIMATES

In addition, it must be noted that the 1944 appropriation estimate for the National Youth Administration contains the following provisions:

1. It entirely removes appropriations for school-work programs.
2. It provides that the Chairman of the War Manpower Commission may issue exemptions from the age provisions previously designated.

The first of these two provisions, in deleting the school-work appropriations, removes the principal purpose for which the National Youth Administration was originally established and places it entirely in a field of duplicating activity. The second provision, in providing for the removal of the age limitation, completes the duplication of purpose with other Government agencies which the National Youth Administration had previously avoided in part at least by limiting its training to youth between 16 and 24 years of age.

#### COSTS COMPARED

It is impossible to estimate the costs to the Government resulting from the training clauses written into war contracts with private industry. Much of the war-training program is in the hands of private industry and, with contracts running up to the multiple millions of dollars, it would not be surprising to find that relatively large sums of money are being paid by the Government to private industry for its training program. The total amount expended may be conjectured when it is remembered that, according to testimony presented before the committee, as much as 2 percent on some war contracts is paid for training purposes.

Compared to this the amounts appropriated to the National Youth Administration and to the Office of Education dwindle into insignificance. Indeed one may well wonder what benefit such amount can possibly produce when compared to the large amount which the Government is evidently paying to industry for the same work.

Of the \$61,274,000 appropriated to the National Youth Administration for the fiscal year 1943, \$49,729,000 or 80 percent goes directly into

the war-production training program. In addition, \$8,000,000 is earmarked for student aid, while the remaining 3,545,000 goes for salaries, administrative expenses, and printing and binding.

The Office of Education was appropriated \$141,240,000 for defense training during the fiscal year 1943. Of this sum at least \$109,000,000 duplicates the sums spent by the National Youth Administration in similar enterprises. In addition to this, other large sums of money have been directed into uses comparable to or complimentary to those appropriated to the National Youth Administration and to the Office of Education. From a study of the following table it may be discerned that a large portion of \$302,783,051 is allocated through Government bureaus to national defense training, and that this does not include such sums as are provided in defense contracts with private industry.

Division:	<i>Appropriation</i>
Training Within Industry .....	\$1, 145, 000
Apprentice Training .....	915, 501
National Youth Administration .....	61, 274, 000
Vocational Education .....	14, 301, 140
Office of Education, education and training:	
1. Payments to States, etc., for national defense:	
(a) Cost of vocational courses of less-than-college grade .....	94, 000, 000
(b) Short courses of college grade .....	30, 000, 000
(c) Vocational courses, rural .....	15, 000, 000
2. Visual aids for training, national defense .....	1, 000, 000
3. Salaries and expenses, national defense .....	1, 240, 000
Social Security Board: Selecting, testing, and placement of defense workers .....	2, 467, 670
Bureau of Employment Security: Salaries .....	1, 816, 740
Grants to States for unemployment-compensation administration appropriations necessary to operate U. S. Employment Office facilities; and appropriations for services essential to national defense program .....	79, 650, 000
<b>Total .....</b>	<b>302, 810, 051</b>

HOW THE MONEY IS SPENT

A comparison of the National Youth Administration expenditures with those of the Office of Education reflects the more excessive cost of the former. The table below, while it does not present the whole picture, does provide some basis for comparison.

*Expenditures of the National Youth Administration and the Office of Education Compared*

	National Youth Administration	Office of Education
Youth work .....	\$49, 729, 000	
Short courses of less-than-college grade .....		\$94, 000, 000
Rural training .....		15, 000, 000
Total defense training .....	49, 729, 000	109, 000, 000
Student aid .....	8, 000, 000	
Courses of college grade .....		30, 000, 000
Visual aids training .....		1, 000, 000
Salaries and expenses .....	3, 500, 000	1, 240, 000
Printing and binding .....	45, 000	

Thus it will appear that although the National Youth Administration spends approximately only half as much on defense training as does the Office of Education, yet its salaries and expenses are three times as high. Judging from the Budget estimate for the coming year no substantial cut is anticipated. However, it must be borne in mind that the Office of Education does not meet all the expenses borne by the National Youth Administration. The cost of equipment, rent, and instruction is frequently taken care of by arrangement with school authorities. Nevertheless this adverse ratio of 6 to 1 must be considered in evaluating the relative training value of the National Youth Administration.

Moreover, the cost of training in the National Youth Administration program is much higher than similar costs in the Office of Education training program. This difference is found principally in the items of youth wages and subsistence and in administration and supervision costs. This the following tabulation makes clear:

*Costs of the National Youth Administration training compared with cost of Office of Education Training*

	National Youth Administration	Office of Education
Salaries.....	\$13.75	\$16.60
Supervision and administration.....	13.23	3.74
Youth wages and subsistence.....	19.88-33.34	-----
Other costs.....	12.48	8.78
Total.....	59.34-77.80	29.12

These figures, actually in a 2½ to 1 ratio, while perhaps not presenting an absolute comparison by which to judge the relative expenses of the National Youth Administration and the comparable training offered by the Office of Education, do reflect the excessive costs of the National Youth Administration in wages and subsistence and in supervision and administration. Because the Office of Education is not dependent upon creating its own establishment and its accompanying equipment, the costs of administration are not so high. The flexibility must not be overlooked in comparing the merits of the two programs.

Yet the relatively high cost of the National Youth Administration training must be still further increased if this agency is to augment its training program. According to testimony presented before the committee there are two ways in which the number of National Youth Administration trainees may be increased. One is by removing the present enrollment restriction, but this would in effect place the National Youth Administration in a position of duplicating the training programs of the other Government agencies and those of private industry to an even greater extent than at present. The other method of increasing enrollment and thus bringing back into use the idle work stations is by an increased incentive to trainees—higher pay.

The present rate of 16 cents per hour the National Youth Administration proposes to boost 150 percent to an average wage of 40 cents an hour for youth training. Such a high rate of pay for training will of course inevitably raise the cost of the National Youth Administration program tremendously and will make comparisons with the present Office of Education training costs much more unfavorable than they now are.

#### BUREAUCRATIC OVERSTAFFING

At least a partial explanation of the high cost of the National Youth Administration training is to be found in the excessive number of supervisory and administrative personnel. From a viewpoint of personnel there is revealed a disproportionate number of administrative employees which the number of trainees and the number of direct-shop supervisors does not justify.

#### *Number of nonyouth personnel in pay status*

Administrative personnel:	
National offices.....	236
Regional offices.....	708
Project personnel:	
Project management.....	3, 143
Direct shop supervision.....	4, 771
Subsistence activity supervision.....	2, 094
Property, transportation, and maintenance supervision.....	854
Total.....	11, 806

The above tabulation shows that on October 28, 1942, the National Youth Administration had 11,806 paid employees in its administrative personnel to train 53,000 youths. This is about 1 paid employee to every 4½ trainees. There were 7,035 persons engaged in administration, project management, and subsistence and property supervision while there were only 4,771 persons doing actual shop supervision of trainees. In other words only 44 percent of the administrative and project personnel were in direct shop supervision.

#### DRASTIC DECLINE IN TRAINEES

The National Youth Administration estimates that, with the present funds available, it could maintain a monthly youth employment of approximately 70,000. Since the average training time is 2 months, approximately 420,000 youths could be trained during the course of a year. Actually the number of youth in training during the present fiscal year has approximated more closely 60,000 or 65,000 during any given month. This is borne out by Mr. Williams' testimony that 30,000 young people enter the National Youth Administration every month and 30,000 go out. Of this daily turn-over of 1,000 approximately 500 go into war industry.

These figures indicate a constant drop in the number of trainees, both resident and nonresident, from a high of 281,477 in July 30, 1941, to a low of 53,603 on November 25, 1942:

*National summary—Out-of-school work programs: Number of youth under active assignment as of the last Wednesday of the month*

	Combined programs	Training program <sup>1</sup>	Regular program
<b>Last Wednesday of month:</b>			
1941—July 30.....	281,477	57,297	224,180
Aug. 27.....	261,901	75,861	186,040
Sept. 24.....	239,829	76,752	163,077
Oct. 29.....	257,318	80,681	176,637
Nov. 26.....	263,621	77,358	186,263
Dec. 31.....	195,130	64,101	131,029
1942—Jan. 28.....	189,636	68,246	121,390
Feb. 25.....	182,851	67,736	115,115
Mar. 25.....	169,604	72,359	97,245
Apr. 29.....	139,579	70,464	69,115
May 27.....	128,254	70,661	57,593
June 24.....	123,579	82,327	41,252
July 29.....	83,580	83,580	-----
Aug. 26.....	68,030	68,030	-----
Sept. 30.....	53,912	53,912	-----
Oct. 28.....	53,327	53,327	-----
Nov. 25.....	53,603	53,603	-----

<sup>1</sup> During the fiscal year 1942 the training program was called Youth Work Defense Program. During the fiscal year 1943 the program is called War Production Training Program. No separate training program was operated during the fiscal year 1941 or prior years.

It is apparent from this tabulation that there has been a drastic decline in the National Youth Administration training program and that this decline has brought the total number of trainees well below the number which may be adequately trained by the supervision and training stations now on hand. To offset this, the National Youth Administration has made every effort to recruit trainees, even going so far as to place advertisements in the newspapers and to make announcements over the radio.

Much of this falling off of the program has been attributable to the loss of male enrollees for which the number of female trainees has been unable to compensate. The 53 percent males who are trainees are predominately in the younger-age groups as the following testimony of Mr. Williams suggests:

*Male trainees, by age groups*

	Percent of total		Percent of total
16 years old.....	5.7	21 years old.....	5.6
17 years old.....	28.2	22 years old.....	4.0
18 years old.....	26.5	23 years old.....	2.9
19 years old.....	15.3	24 years old.....	2.8
20 years old.....	9.0		

This tabulation as of October 14, 1942, indicates the decline in the number of draft-age males enrolled in the National Youth Administration programs and suggests the probable effect on the 18- and 19-year-old group when draft regulations take full effect. With 66 percent of the male trainees in the draft group, it is probable that the National Youth Administration faces complete break-down of its defense-training program.

On the other hand, the United States Office of Education program is much more extensive. This Office trains a total of 345,000 of which 162,000 are in preemployment training, 101,000 in supplementary employment training, and 82,000 in regular vocational

employment. Because of the very nature of the organization the matter of securing trainees is not a problem to the same extent found in the National Youth Administration.

COMPARISON OF TRAINING STATIONS

According to the United States Office of Education figures, it supports 56,053 training stations, of which 36,489 are provided by Federal funds and 19,564 by local and State funds. These training stations supply the needs of 85,915 preemployment trainees and 43,000 supplementary employees for a total of 128,920 trainees. In other words, the Office of Education program averages 2.3 trainees per station per day. According to the latest surveys of work stations and employees, the National Youth Administration had 53,722 trainees for 56,534 work stations. Of these stations 17,655 are now in storage.

Consequently, the average number of trainees per work station may be compared as follows:

*Work station and trainee comparison*

	Work stations	Trainees	Percent trainees per station per day
Office of Education.....	56,053	128,920	2.3
National Youth Administration:			
Total.....	56,534	53,722	1.4
In use.....	38,879		

Thus the National Youth Administration is using its total equipment less than half as efficiently as is the Office of Education, while from compilations based on stations actually in use, one finds the National Youth Administration training almost one person less per day per station than does the Office of Education.

There is a total number of 56,534 work stations owned by the National Youth Administration, 31 percent of which are not in use. Following is a table illustrating the large percentage of National Youth Administration work stations which are now in storage, not being used principally because of a lack of trainees.

*National Youth Administration work stations in operation and in storage by States*

State	Total number of work stations (adjusted)	Number in use (Oct. 28, 1942)	Number not in use (July 1942, adjusted)	Percent not in use	Number of youths under active assignment (Nov. 18, 1942)
Connecticut.....	300	300	0	0	372
Maine.....	914	724	190	21	776
Massachusetts.....	3,801	806	2,995	79	901
New Hampshire.....	202	127	75	37	126
Rhode Island.....	50	50	0	0	16
Vermont.....	208	208	0	0	205
New York.....	3,852	2,505	1,347	35	3,093
Delaware.....	24	24	0	0	16
New Jersey.....	1,168	839	329	28	659
Pennsylvania.....	3,170	3,170	0	0	6,067
District of Columbia.....	118	118	0	0	472
Maryland.....	543	487	56	10	405
North Carolina.....	1,380	1,079	301	22	1,879
Virginia.....	4,228	957	3,291	78	1,215
West Virginia.....	1,112	896	216	19	2,098

## National Youth Administration work stations in operation and in storage by States—Continued

State	Total number of work stations (adjusted)	Number in use (Oct. 28, 1942)	Number not in use (July 1942, adjusted)	Percent not in use	Number of youths under active assignment (Nov. 18, 1942)
Kentucky.....	1,113	1,009	104	9	2,379
Michigan.....	1,368	1,330	38	3	1,774
Ohio.....	1,979	1,769	210	11	2,711
Illinois.....	3,580	2,302	1,278	36	3,693
Indiana.....	1,075	1,075	0	0	1,595
Wisconsin.....	3,834	2,786	1,048	27	1,826
Alabama.....	807	769	38	5	1,227
Florida.....	740	654	85	12	983
Georgia.....	1,437	1,091	346	24	1,758
Mississippi.....	586	586	0	0	1,006
South Carolina.....	393	393	0	0	642
Tennessee.....	1,267	924	343	27	1,008
Iowa.....	1,099	1,085	14	1	809
Minnesota.....	978	834	94	10	1,250
Nebraska.....	380	324	56	15	253
North Dakota.....	315	259	56	18	342
South Dakota.....	325	325	0	0	347
Arkansas.....	796	740	56	7	1,352
Kansas.....	1,029	695	334	32	560
Missouri.....	1,312	1,081	231	18	1,490
Oklahoma.....	2,232	2,040	192	9	2,466
Louisiana.....	613	557	56	9	1,001
New Mexico.....	136	98	38	28	168
Texas.....	2,528	1,726	802	32	2,733
Colorado.....	880	193	687	78	292
Idaho.....	368	312	56	15	411
Montana.....	200	88	112	56	101
Utah.....	204	204	0	0	257
Wyoming.....	406	190	216	53	64
Arizona.....	119	119	0	0	182
California.....	1,743	628	1,115	64	523
Nevada.....	221	0	221	100	0
Oregon.....	200	162	38	19	86
Washington.....	1,201	211	990	82	158
Total.....	56,534	38,879	17,655	31	53,722

From the above tables it is evident that there is an amazingly small number of youth in defense training in certain States. The industrial State of Rhode Island has only 16; Delaware has a like number; Wyoming has 64; and Oregon 86.

Particularly notable is the number of work stations not in use. Massachusetts with only 806 work stations in use out of a total of 3,801 indicates the extent to which such disuse has taken place. California with 61 percent, or 1,115 of 1,743 work stations not in use, and Virginia with 78 percent, or 3,291 of 4,228 work stations in storage, are other outstanding examples. Of 221 stations in Nevada, not one is in use. Clearly, despite examples of full use, such as in Pennsylvania, where every work station is filled on an average of 2 shifts, the fact that 17,000 of these stations are in storage in the country as a whole is indicative that the National Youth Administration is not performing at capacity. With only two-thirds of its stations in use by an average of slightly more than 1 person per day the efficiency training rating of the National Youth Administration must fall somewhere about the 33-percent level if one were to take the Office of Education figure of 2 trainees per station a day as a tentative average.

## PUBLIC CRITICISM

Despite the defense purpose of most of the National Youth Administration work, the committee has continued to receive numerous letters from a wide variety of sources, indicating indignation at the continued

expenditure of public money for the National Youth Administration. These criticisms, for the most part substantiated by factual examples, were based on the following:

1. The National Youth Administration is duplicating work performed by other Government agencies, private business, and trade schools.
2. Waste of equipment needed in war industries has been observed.
3. Administrative and instructive ineptitude has disgusted student and instructor alike.
4. The desire to perpetuate the National Youth Administration rather than to preserve an efficient training program has been observed.

#### CENSURE FROM EDUCATORS

According to experts in the field of education it is apparent that the National Youth Administration has gradually developed into a self-perpetuating agency distinct from the original purpose of providing relief and work relief. Consequently leading educational organizations have become alarmed at attempts to make the National Youth Administration a continuing agency because they think it now duplicates the program of the Office of Education and suggests the beginning of national bureaucratic control of education.

Local, State, and national education groups believe the National Youth Administration is now competing with the regular school program for vocational school training. They believe it will work toward centralized national control of education; that it will prove both more costly and less effective; that it will create inefficient use of the school plant; and that the National Youth Administration's original purpose is no longer followed. The report on the National Youth Administration by the Educational Policy Commission of the National Education Association and the American Association of School Administrators as of October 1941, states on page 26:

The United States Commissioner of Education says the Nation has invested about \$1,000,000,000 in buildings and equipment for trade and industrial education and that 15,000 of the 22,000 teachers of industrial courses are qualified to train workers for defense industries and that there are 1,000 experienced supervisors available, and that the school plant can accommodate 750,000 additional trainees. These figures suggest the futility of duplication. Many of these instructors have been giving part training to National Youth Administration enrollees and should be familiar with its administration and its effectiveness.

The National Education Association has repeatedly voiced this duplication as expressed in the following testimony before the Senate Committee on Education and Labor (quoted from p. 13):

We of the National Education Association are therefore unable to see any fundamental difference between the National Youth Administration and the public schools in this matter of the kind of training which they provide. "Work experience," it seems to us, is not a matter of working for National Youth Administration wages or of producing some useful goods. It is a matter of learning to apply oneself continuously and industriously to a job, learning to work under supervision, learning to meet high standards of performance. These learnings, we believe, can and do take place in vocational school shops quite as well as in National Youth Administration shops. A boy in a public-school class, who receives no pay but wants to qualify for a job, will work just as industriously and just as skillfully as a boy in a National Youth Administration shop who is paid for his work and who also wants to qualify for a job. And if neither boy wants to qualify for a job, neither is likely to learn much about "work habits," wages or no wages. If the public-school boy needs money to pay his expenses while he is completing his training, that can be furnished through a student-aid program.

It is therefore our conviction that the entire National Youth Administration training program, with its attendant production and service projects, should be transferred to the State and local educational agencies at the earliest possible date.

Funds necessary for the operation of the program should be allotted to the United States Office of Education, for distribution to the States. The activities transferred from the National Youth Administration should be made an integral part of the national defense training program, which is already being operated in public schools throughout the Nation. Resident centers, which are remote from the larger school systems, or which serve youth drawn from many communities, can be efficiently operated by State departments of education or State boards for vocational education. The shops and equipment purchased by the National Youth Administration can be turned over to State or local educational authorities and utilized in the national defense training program during the war and in the schools' permanent program of vocational education in the post-war period.

#### CONCLUSIONS

From the foregoing discussion certain inferences may be made regarding the National Youth Administration:

1. The National Youth Administration activities duplicate those training programs of various Government bureaus as well as those of industry itself. Although it is true that the National Youth Administration has carried its present training program to places where there are no vocational training facilities of a similar nature, nevertheless this does not necessarily argue for the continuance of the National Youth Administration, for other Government training programs can be carried to these very places should the expense and the results seem justified.

2. The cost of the National Youth Administration training is much higher than necessary. This cost would be more than doubled under the present proposed program to increase the number of trainees.

3. Recent figures indicate that the enrollment in the National Youth Administration has fallen off markedly while the number of female trainees is rapidly overtaking the number of males.

4. The National Youth Administration has been forced to depend more and more on boys beneath the draft age of 18 for its male trainees.

5. The equipment of the National Youth Administration is not being utilized to an extent commensurate with satisfactory results.

6. Only 50 percent of the youth trained by the National Youth Administration utilize these skills in war industry.

7. Educational groups fear that the National Youth Administration presages centralized educational control.

The committee's investigation of National Youth Administration has been thorough. Every fact obtainable of its administration, need, and cost is in the recorded testimony. Evidence challenging the National Youth Administration's continuance because of duplication, extravagance, and ineffective results came to the committee from all parts of the country. Some of it is submitted in the appendix of this report. The committee has examined every possible justification for the continuance of the National Youth Administration. It must confess it has found none.

Other vocational groups, in the Government and out, are at present covering the entire field that has been allocated to the National Youth Administration during the fiscal year 1943. The scope of this includes, as indicated above, all the functions of the National Youth Administration dealing with national defense. Consequently it is difficult to see why the National Youth Administration should not be liquidated as of July 1, 1943.

## APPENDIX

The following are excerpts from a few of the many letters received from people in a position to observe the operation of the National Youth Administration from the standpoint of cost, duplication, and effectiveness. The committee has not attempted to investigate these statements but in view of their sources feels they deserve to be added to this report:

### From Minnesota:

I am taking the liberty to inform you that in the State of Minnesota the so-called war production training projects that are now carried on by the National Youth Administration are just a duplication of the war production training program for war production workers carried on under the auspices of the United States Office of Education. As I see it, the only difference between the two is that our trainees are expected to attend the classes in the public schools without pay; on the other hand, the National Youth Administration pays their trainees for attending.

If the above situation is to be continued indefinitely, we will find that our public schools, with facilities far better than those possessed at the National Youth Administration centers, are being vacated and our students attending the National Youth Administration centers in order to receive \$25 a month for taking training. (Harry C. Schmid, acting State director of vocational training for war production workers, St. Paul, Minn., December 14, 1942.)

### From Massachusetts:

If the history of the National Youth Administration were ever written, I would say that it would be one of the most vicious attacks on the rights of the taxpayers of this Republic that we have ever known. This school has at the present time the most modern, up-to-date machine-shop equipment together with the most modern tools. There are instructors there drawing \$12 and \$15 a day who have had during the past month as few as two pupils some days, and some days those pupils would not come in. The attendance for the week of February 8 under the National Youth Administration:

	<i>Pupils</i>
Monday, Feb. 8.....	5
Tuesday, Feb. 9.....	6
Wednesday, Feb. 10.....	6
Thursday, Feb. 11.....	6
Friday, Feb. 12.....	8

This is the best attendance they have had in some time. There are 49 stations.

We have in the city of Quincy a trade school with an enrollment of 254 pupils, which is adjacent to the Quincy High School with an enrollment of 1,600 pupils. In the Quincy Trade School we have regularly from 62 to 72 pupils taking machine-shop practice. We are obliged to go out and get third- and fourth-rate lathes which should be sold for junk, while this up-to-date machinery is standing idle. If we had this machinery we could put it to work for defense purposes. It could be used to advantage. The large Bethlehem Shipbuilding Corporation is clamoring for machinists. (James N. Muir, superintendent, Quincy Public Schools, Quincy, Mass., March 15, 1943.)

### From California:

The National Youth Administration has set up a defense training school in Compton for boys age 16 and over, paying these boys \$24.80 per month for 2 months while going to school. Add to this, bus transportation furnished to haul Long Beach boys to Compton.

Continuation high school here (Long Beach) gives defense training for 16-year-old boys, but we do not pay \$24.80 a month for our boys to go to school, nor do we furnish bus transportation. We thought it patriotic to prevent duplication of effort, save money, and do away with unnecessary transportation. (Excerpt from a letter to Congressman Johnson, January 19, 1943.)

#### From Kansas:

At the outset I wish to make it clear that I did not condemn the National Youth Administration in its original purpose, namely, that of providing subsistence and work experience for needy youth. Pursuant to that thought I record at the beginning of this statement that fact that I was perhaps the first schoolman in Kansas who offered to cooperate with the State director of the National Youth Administration in our State.

So far as supervisory, clerical, and administrative staff is concerned, it would be very easy for the vocational schools to absorb all of the training programs of the National Youth Administration for those who are capable of being trained to employability. While it is true that employers have lowered their physical and educational standards for employability, it is still true that the National Youth Administration, for some reason, is attempting to train a great many young people who for one reason or another, are almost incapable of being trained to employability.

While my sympathies are always with youth, and while I feel that we are apt to spend too little rather than too much in preparing them for their life work, I am still convinced that the National Youth Administration in Kansas has been notoriously extravagant. It has done so many things for youth that youth should have done for itself. It has been extravagantly overstaffed and in many cases overequipped.

One case of notoriously extravagant and bad planning was the building of a fine machine shop and foundry at a lake several miles from a railroad and several miles from a main highway. It is out in what we call the Flint Hills of Kansas, where not much of anything grows except bluestem grass, jack rabbits, and white-faced cattle. It was about as far from any industry as it could be. At one time they were operating classes at that location for as few as 3 and 4 students. These few students were transported by bus from Topeka—a distance of about 30 miles. At that time they were running 2 shifts. The teacher was on duty but idle while the bus made a trip to Topeka to bring the 3 or 4 students and take back 3 or 4 more. On one occasion one of our workers inadvertently found himself trailing a National Youth Administration bus of the 48-passenger type. It was carrying not to exceed 5 passengers. Another such bus was following him with no more than that many passengers. He observed that they drove from Independence to Parsons, Kans., a distance of approximately 30 miles. We were told that they were reporting full loads, but we cannot verify that statement. We do know that for months they have been transporting students, as much as 50 and 60 miles to their machine shop at Parsons, Kans. We do not believe there is justification for such expenditure of transportation facilities when they are so badly needed in such war production areas as exist around Parsons and Wichita, Kans.

It is significant that for many months the National Youth Administration had thousands of dollars worth of the very best of equipment lying in crates in a warehouse in Wichita, Kans., while at the same time the vocational school was in very great need of just such equipment and making every possible effort to get it.

It is no secret that the National Youth Administration has resorted to just about every form of solicitation to keep its schools in operation. It has used the radio and the press. It has circularized high-school students. It has sent out house-to-house solicitors. A solicitor came to my own home soon after my son was graduated from high school to get him to enroll in the National Youth Administration training program. At Emporia, Kans., the National Youth Administration is installing equipment in the city auditorium to operate what they call a War Manpower Commission School. They are attempting to enter into arrangements to give shop training for high-school boys and girls for high-school graduation credit.

This interesting thing came to our attention recently. In the December 28, 1942, issue of the Coffeyville, Kans., Journal appeared a blind advertisement, appealing to young men and women to train for employment. The director of our vocational school in Coffeyville sent his secretary to investigate this blind ad. He reports as follows:

"As we were interested to find out just what this might be, I sent the girls from the office down to make application and we find this is a National Youth Administration set-up with the title of 'War Manpower Board.' The girls were given quite a build-up for the training in the various centers. They were told they had 33 up at" sign Independence yesterday.

Independence, incidentally, is a city only a few miles from Coffeyville.

I am very certain that no worth-while thing is being accomplished by the National Youth Administration now that could not be accomplished by the vocational schools of Kansas, and at only a fraction of the cost. With practically no increase in administrative cost, the vocational schools of Kansas could absorb any part of the National Youth Administration training program that is worth while. I do not hesitate to say that there are a great many Kansans who would pay income tax and buy bonds more cheerfully if they did not see such extravagance as is evident in the National Youth Administration training program.

Within four blocks of my office, two big 48-passenger National Youth Administration busses stand idle the greater part of every day in order that those young people may have immediate transportation, while the high-school students by the hundreds walk to and from school, and working men and women either walk or hang on a strap in an overcrowded city bus.

The vocational schools of the State are right now approaching the very peak of training demand. We need more equipment. We're getting the trainees. Much of the metal-working equipment that belongs to the National Youth Administration could be used effectively in both Wichita and Kansas City war production training program. The aircraft factories of both those cities are begging for workers. Our training program is geared to their needs. We have combed the State of Kansas and picked up every piece of second-hand equipment available, while at the same time the National Youth Administration had new machines setting idle.

I hesitate to record such an indictment against any Government agency. I have done so only because I feel it to be my patriotic duty at this critical time to speak up vigorously concerning an institution or activity that, in my opinion, has outlived its usefulness. (C. M. Miller, director, Kansas State Board for Vocational Education, Topeka, Kans.)

#### From Kentucky:

It is my considered opinion that the National Youth Administration set-up as now maintained is contrary to the best interest of the people of this country.

The training given by the National Youth Administration is a duplicate of the training given in our public schools and consequently is in direct competition with them. The result is that neither program is as efficient as it would be if under a single administrative agency. The public-school system as maintained in our States is the proper place for the control and administration of the National Youth Administration program.

At the present time the National Youth Administration is enticing from the high schools and grade schools boys and girls that by all standards should remain in public schools. These students are taken away from home and housed under conditions that cannot be as satisfactory as home conditions. (V. O. Turner, principal, Maytown Consolidated School, Langley, Ky., January 29, 1943.)

#### From Texas:

We have a situation in regard to National Youth Administration that is apparently very vicious. Mr. J. C. Kellam invited some members of the State department of education and school administrators together on Wednesday, January 6, and proposed to them that they endorse a plan whereby the National Youth Administration would furnish their shop facilities and take over school-shop facilities outside the regular hours and permit the high-school students, who were 16 years of age or over, to attend the National Youth Administration program for 3 or 4 hours and go to school the other part of the day, and while attending the National Youth Administration shop, they would be paid \$12 per month. The group he called to meet him, which did not include any vocational people, refused to endorse the program unless he agreed to pay those students regularly enrolled in day trade shop programs the same rate of pay as those attending the National Youth Administration shop. Mr. Kellam stated that he had approximately a million and a half dollars for this type of a program. Mr. Kellam and the National Youth Administration authorities are already again approaching school administrators with this proposition. We have had several inquiries from school

superintendents as to whether or not they would be permitted to use the vocational shops and their regular day trade teachers to handle this National Youth Administration program.

Now it so happens that we have amended our State plan and provided for extra 3-hour section of all our day trade shop sections in this State to permit youth enrolled in other schools to attend and obtain training outside of regular school hours that will meet military objectives and prepare for industrial employment also. These classes have been set up by and with the permission of the United States Office of Education and are part of our regular vocational program. The National Youth Administration apparently is attempting to duplicate this and to needlessly pay \$12 per month to the youth.

As you can see, if they carry through this type of a program, our day trade students would, in large numbers, quit their present class and enroll in the National Youth Administration class to receive the \$12 per month. To me, this is gross carelessness in the expenditure of Federal funds. Money is being spent needlessly and uselessly. If these youth want to attend classes of this type, we have them available and have regular educational funds available to support them. I do not believe that Congress ever intended for the money appropriated in paragraph I of the National Youth Administration section of Public Law 647 to be used to train students regularly enrolled in high schools.

I am wondering if they are not attempting to do this same thing in other sections of the country. Their enrollments are very low in their regular out-of-school war-training programs. Apparently this is a move to build up enrollments to justify their further existence at the expense of the public school systems of this country. (James R. D. Eddy, State director of vocational education, Austin, Tex., January 19, 1943.)

#### From Kentucky:

As a result of the present emergency, when our people are having the heaviest tax burden in our history imposed upon them, they are naturally becoming much more concerned about the manner in which this money is spent by their Government. I do not wish to stipulate that our people object to taxes, however steep they may be, so long as the money obtained is used wisely in preserving our American way of living.

The general public sentiment today is becoming more and more critical of the misuse of Federal funds in promotion of such organizations as the now abolished Work Projects Administration and the still existing National Youth Administration. The prevalent sentiment is that the present National Youth Administration is in direct competition with and a duplication of the efforts of our public and vocational school systems. There is not the slightest reason to doubt that with the equipment and money allotted to the National Youth Administration our public schools would do a far better job than any such organization.

I have personally made a study of the activities of the National Youth Administration by direct contact for the past year. In a recent study, I found 42 percent of the trainees enrolled in one shop to be under 18 years of age and the average grade level of this group to be seven. The only logical assumption we can make is that these boys and girls have been enticed away from the public schools and from under home influence where they rightfully belong. (Fred A. Martin, coordinator, Prestonburg Shop, Mayo State Vocational School, Prestonburg, Ky., January 31, 1943.)

#### From Colorado:

Cooperative relationships between the National Youth Administration and the public schools of Colorado, so far as the field of vocational education is concerned, may be summarized as follows:

1. We now have many vacant training stations in the war-production program in vocational schools. Though women are coming into the classes in increasing numbers, a recent survey indicates that we can easily accommodate an additional 3,000 trainees with present equipment and instruction staff. In other words, we are running a minimum program when we should be running a maximum program. The National Youth Administration operates 3 vocational training centers in Colorado at Denver, Trinidad, and Colorado Springs. In each instance enrollment is low in both the public-school classes and the National Youth Administration classes in subjects in which the National Youth Administration is duplicating the vocational-school effort.

2. The vocational schools of Colorado could absorb the trainees in the National Youth Administration war-production training program immediately if authorized to do so. This would include absorption of machine-shop, foundry, and pattern-making trainees in Denver by the Denver Opportunity School, and absorption of the machine-shop, radio, electrical, and sheet-metal trainees in Colorado Springs by the Colorado Springs Vocational School.

3. The duplication of these National Youth Administration vocational training programs in centers where we have well-established local vocational schools seems to us to be an extravagant waste of money. Full details regarding this duplication of work can be secured from Mr. Roy Hinderman, director of vocational education, Denver public schools; or Mr. Charles E. Greene, superintendent of schools, Denver, Colo.; and from Mr. A. C. Erickson, director of vocational education, Colorado Springs, Colo.; or Superintendent Roy J. Wasson, of the Colorado Springs public schools; and from Mr. P. P. Mickelson, president of the Trinidad Junior College, Trinidad, Colo.

4. The National Youth Administration has solicited, and is soliciting, high-school students for National Youth Administration recruiting purposes. We have not objected to this because the Congress authorized the National Youth Administration in Public Law 647 to offer vocational training for war-production workers. Some school districts refused to permit this solicitation, although generally it was accepted with the feeling that it was a duplication of service but that in wartime it might be tolerated, at least on a temporary basis.

5. This office is of the opinion that National Youth Administration trainees and qualified instructing personnel, as well as the shop equipment, should be transferred at the earliest opportunity to the local school districts maintaining vocational training programs in the public schools. There is no function now performed by National Youth Administration that has not and that cannot be done by the public-school system. Furthermore, the present plan of operation sets up a duplicate vocational training system in the United States, one a cooperative Federal-State local program, the other a Federal system of vocational schools operated by National Youth Administration.

The above information is submitted on the basis of personal experiences, and observations made during the past several years in administering the war-production training program in the State of Colorado. I hope that something can be done to get the Congress to realize the situation and that an effort will be made to correct the administrative difficulties now existing. (H. A. Tiemann, State director of vocational education, Denver, Colo., January 21, 1943.)

#### From Oklahoma:

The following information is submitted relative to the vocational-training program of the National Youth Administration. The high points of the program in several cities will be given.

In a general over-all view of the program at the present time, note should be taken of the fact that on June 30, 1942, there were 2,459 white youth and 41 Negroes, or 2,500 National Youth Administration youth receiving training in the cooperative program with the vocational education authorities. Since that time enrollment has dropped steadily and it has been necessary for us to discontinue many of the classes due to very small enrollment. The National Youth Administration continually operates classes with 2, 3, and 4 trainees per supervisor. It has been our policy to call this condition to their attention and give them a week or 10 days to increase the enrollment before closing the class and combining shifts. \* \* \*

The vocational schools could easily absorb the National Youth Administration trainees in the war-production training program. In fact, there is a demand for people at this time that is not completely filled. The National Youth Administration is duplicating the vocational-training programs in Oklahoma City, Tulsa, and Muskogee. In many cases youth go to those centers, begin their training and as soon as they become informed as to the type of training going on in the vocational schools, they drop out of the National Youth Administration and complete training in the vocational schools.

The National Youth Administration classes are generally small in the State. The program at Tonkawa is the only one which carries a full load consistently for all instructors and supervisors. As has been pointed out, that program has lost enrollment in the last 2 or 3 months. This has been very noticeable since the Signal Corps has reduced the civilian training program.\* \* \*

The National Youth Administration machine-shop equipment is needed by vocational training programs in the public schools. The situation in this State is becoming serious. If the equipment were transferred to the State board of vocational education, it could be used to augment shops and increase training capacity so as to meet the very great demand for machine operators in war plants. There is also a need for expanding aircraft sheet metal at Tulsa and Oklahoma City, and there is approximately enough National Youth Administration equipment of this type in the State to supply the needed equipment.

There is a demand by a large welding contractor for paid training for arc welders, for which training the State board of vocational education will not have sufficient machines. It will be necessary for the contractor to take portable machines off the pipe line in order to provide facilities for training pipe-line welders. Twenty additional arc welding machines would certainly help this situation. (M. L. Powers, State supervisor, trade and industrial education, Stillwater, Okla., January 26, 1943.)

#### From Kentucky:

The National Youth Administration work is a duplicate of effort in this area. Busses are hauling children 35 miles through Madisonville to Providence now for the National Youth Administration course. All of these children could take the same type of courses in our regular school work in Madisonville at much less cost and expense.

I understand that in the United States there are 50,000 National Youth Administration training stations, but not that many trainees. It has been our observation that many of the trainees from the National Youth Administration school at Providence have been turned down by the employers of labor at Evansville because they are not 18 years of age. It has also come to our attention that the training which is given to the trainees in this shop is not particularly helpful to them after they enter industry.

No reason has ever been presented to me why better learning could not be obtained in public schools at less training cost and expense. (Harper Gatton, superintendent, Madisonville city schools, Madisonville, Ky., January 19, 1943.)

#### From New Jersey:

The number of National Youth Administration trainees in the State of New Jersey has dropped during the past 6 months, and at the present time only five small centers are in operations. All of the enrollees could be absorbed in the existing war production training program. All of the National Youth Administration enrollees could be absorbed in the war production training program in New Jersey even if all of the available stations were filled. This could be done by arranging shop classes and related subject instruction that could be staggered in such a fashion that one group could be occupying the shop while the other group could be receiving instruction in mathematics, blueprint reading, etc.

I have in my files a complete set of reports on National Youth Administration activities in the Newark center. These reports extend over a period of more than 6 months, and I am quoting the following statements from the reports.

"That milling machine that came in last April stands still, rusting away, never turned a wheel."

The milling machine that was referred to was secured with two others at a time when it was difficult to obtain equipment of this kind.

"During the week of December 26 there were 23 in attendance in the center, 6 in the welding unit and 17 in the machine shop. To instruct this group of 23 youths there was 1 welding instructor, salary \$225 per month, 1 shift supervisor, salary \$250 per month, and 2 supervisors, salary \$225 per month each. With a total day and night enrollment of 75 students there was an overhead of 25 supervisors and foremen." (John A. McCarthy, assistant commissioner of education, Trenton, N. J., January 13, 1943.)

#### From Michigan:

If authorized by Congress, the vocational schools of Michigan could absorb trainees now in National Youth Administration programs without any difficulty and with very little, if any, additional administrative or supervisory expense.

I consider National Youth Administration training a duplication of effort and training which could be absorbed by vocational schools. There is no justification for paid work project experiences at the present time since trainees can be quickly

placed at work after intensive training at wages prevailing in war-production industries.

It seems to me that there is no place for the two training programs—one or the other should be discontinued. Naturally I believe that all such training should be carried on through public schools that have had a long-time established program and, therefore, experiences necessary to meet the situation. Furthermore, public schools are unbiased in their desire and effort to meet their obligation to serve the youth and adults of the country. The public schools have demonstrated their ability to carry on effective training during this war emergency at a cost which certainly cannot be questioned. The program as operated through the public schools, even though subsidized by Federal funds, is more in line with our democratic practices. \* \* \*

I am frank to admit that since two programs cannot be justified—it makes the cost to the taxpayer high—the programs should stand on their own merit and one or the other should be discontinued.

If the National Youth Administration program is transferred to the public schools, these schools should be given the opportunity to transfer needed equipment for training purposes from the National Youth Administration shops. In many cases the National Youth Administration has had priorities on securing equipment, and thus has always had first choice. Any surplus of equipment could certainly be absorbed by the Army, the Navy, and the Air Corps.

National Youth Administration students are only supposed to be enrolled in National Youth Administration projects, which are reimbursed in part through a cooperative plan with the State board for a period not exceeding 3 months. We have cases where trainees will be enrolled in the National Youth Administration, in one resident project: for example, Traverse City, and at the end of 3 months the same trainees will be transferred to Cassidy Lake for an additional period of time. The individuals will also be enrolled twice on National Youth Administration enrollment figures. We have been advised that some trainees in National Youth Administration projects have been enrolled for periods as long as 14 months. (George H. Fern, director, State board of control for vocational education, Lansing, Mich., January 19, 1943.)

#### From Kentucky:

We have information of where the National Youth Administration superintendent dissuaded National Youth Administration boys from taking employment with the Simms-Drake Co., of Puget Sound. Mr. H. S. Hendersen, who was recruiting officer with the above company, whose address is 2929 Sixteenth Avenue SW., Seattle, Wash., could probably give you further information. Boys who had taken employment and already had their tickets in possession to go to work for this company were talked into returning tickets in order that the National Youth Administration quotas might not be diminished. Mr. Alexander Smith, National Youth Administration camp superintendent, made the statement that he personally dissuaded the boys from taking employment. The statement was made before Mr. Henry C. Turner, United States Employment Service, Frankfort, and before the author of this letter. The National Youth Administration enrollment at Camp Lake Reba is about 125 trainees. The Lafayette Trade School, Lexington, Ky., can accept many more trainees at work stations which are now open. (Charles V. Youmans, supervisor-coordinator, Fayette County vocational schools, Lexington, Ky., January 23, 1943.)

#### From West Virginia:

The National Youth Administration spends millions of dollars duplicating the work of the Office of Education in the field of vocational education. It runs schools in our States which are thoroughly Federalized, and pays students during these prosperous times to go to school. The money spent by the National Youth Administration would get better results if it were channeled through the United States Office of Education, regularly organized State departments of education, and the local public-school systems. More real educational results could be had this way for a fraction of the present cost. (W. W. Trent, State superintendent of free schools, Charleston, W. Va., January 15, 1943.)

#### From Iowa:

The writer wishes to call your attention to the enormous equipment placed in the National Youth Administration center at Clinton, Iowa, and the comparison

with it of the number of trainees which are being produced. The capital outlay is such that the results do not warrant the maintenance by this agency.

In the attached list you will notice 4 planers, the largest of which has a 30-foot bed. The attached list of equipment is only the heavy equipment. The total installation, exclusive of building, will cost approximately \$250,000 to \$275,000. At the time of the visit of the writer to Clinton there were 11 trainees only.

In the conduct of the duties of my office I often find it necessary to contact the National Youth Administration agency and on several occasions I have found it their desire to use youths less than 16 years of age to bolster their enrollment. This matter has been taken up with them.

The national emergency which has eliminated their span of operation should make the continuance of this work of the National Youth Administration unnecessary. There is a Federal channel through which this training can be accomplished; I refer to the Department of Vocational Education as it is now organized for the production of war workers.

The National Youth Administration has been able to secure delivery of costly equipment while the Department of Vocational Education for War Production Workers has had to wait and is still waiting for delivery of similar equipment which is now standing idle in many National Youth Administration shops across the country.

This equipment of the National Youth Administration which has been acquired at such enormous amounts should be transferred to the Vocational Education of War Production Workers. Your efforts to discontinue the National Youth Administration and the subsequent assignment of this costly equipment to a present successfully operating organization within the Government would be appreciated and be highly useful in the war effort. Clinton National Youth Administration heavy machinery: 4 planers, 6 shapers, 10 lathes, 5 milling machines, 3 cutter grinders, 6 drill presses, 1 gear cutter, 1 vertical mill (Vernon), 2 radial drills, 2 bench lathes, 1 Doall band saw, 1 Vernon milling machine. (L. E. Wass, director, war training, independent school district, Davenport, Iowa, January 27, 1943.)

#### From Massachusetts:

At a Washington conference with Aubrey Williams and Dr. Judd, as far back as 1938 or 1939, we took issue over the federally financed and directed schools of National Youth Administration, set up independently from the United States Office of Education, State and local authorities. Springfield, Mass., was particularly pointed to at that time as typical of what was going on and a published account of what National Youth Administration called their "school" in Springfield was quoted from. Both Mr. Williams and Dr. Judd denied that there was any plan or intent on the part of National Youth Administration to establish a rival system of Federal vocational schools within the States. Whatever their plan or intent may have been the resulting effect of National Youth Administration has been to do just that: They have an organization which results in State-wide duplication and competition in the field of vocational education.

Under various terminology, duplication of plants, equipment, and personnel with competition for trainees has gone on since that time and is going on now. It cannot possibly be otherwise as long as Congress appropriates funds for such a program to be administered from Washington by an independent agency. The person has not yet been born who could administer it without duplication and competitive phases arising. A study of National Youth Administration activities in this Commonwealth, as to their various establishments, closures, shifts, carting off equipment, devices for securing trainees, and other ranges of manipulations, disclosed desperate efforts to administer an impossible program. (R. O. Small, assistant director of vocational education and director of war-production training, Boston, Mass., January 22, 1943.)

#### From Minnesota:

\* \* \* There is a very strong possibility that in doing away with the National Youth Administration, their entire facilities, personnel, and general set-up will be placed under a new agency, keeping the same politically minded but inefficient personnel that is at present in control to do an important job for which they have had neither experience nor training. If this is done, we will still have our dual system of education steeped in politics and subsidized beyond reason by the Federal Government.

We believe that when the National Youth Administration is terminated, the Department of Education should be ordered to take over all training centers for the duration for the following reasons:

1. A trained personnel is immediately available to do a good job.
2. Training would be removed from politics.
3. Economy.
4. Efficiency in training.
5. Better standards and a definite goal.
6. Perfect cooperation with the Manpower Commission.
7. All facilities immediately available for Army or Navy trainees.

There is no selfish motive prompting this letter. I have been a superintendent of schools for 15 years and now plan on leaving the educational field entirely. (John A. Metcalf, superintendent, Shakopee public schools, Shakopee, Minn., January 11, 1943.)





REDUCTION OF NONESSENTIAL FEDERAL  
EXPENDITURES

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ADDITIONAL REPORT

OF THE

JOINT COMMITTEE ON REDUCTION  
OF NONESSENTIAL FEDERAL EXPENDITURES  
CONGRESS OF THE UNITED STATES

PURSUANT TO

SECTION 601 OF THE REVENUE  
ACT OF 1941

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NATIONAL YOUTH ADMINISTRATION  
INDIVIDUAL VIEWS OF MR. LA FOLLETTE



MAY 24, 1943.—Referred to the Committee on  
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CONGRESS OF THE UNITED STATES

JOINT COMMITTEE ON REDUCTION OF NONESSENTIAL FEDERAL EXPENDITURES

CREATED PURSUANT TO SECTION 601 OF THE REVENUE ACT OF 1941

HARRY FLOOD BYRD, Senator from Virginia, *Chairman*

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## REDUCTION OF NONESSENTIAL FEDERAL EXPENDITURES

### INDIVIDUAL VIEWS

Trained manpower is now one of the acute bottlenecks of the war-production program. Maintenance of production schedules depends upon a steady flow of trained men and women going into war industry.

The National Youth Administration program is daily turning out 700 potential war workers with basic training in mechanical skills so desperately needed in war industry. Such a contribution to the war effort cannot be regarded as a "nonessential" expenditure of the Federal Government.

The War Manpower Commission has estimated that an additional 4,600,000 persons will have to be employed in essential industry in the period from July 1943 through June 1944. After making due allowance for additions to the work force from the depleted ranks of the still unemployed, and by transfer of workers from less essential industries to war or war-connected industries, most of whom will require training or retraining, at least 2,500,000 of the additional number will be workers without any previous shop experience.

To provide retraining for the unemployed and those transferred from the less essential industries, and preemployment training for the 2,500,000 new workers who are without any shop experience, will require the maximum utilization of all available training agencies.

It is apparent that more, not less, training of war-production workers is needed.

Industry itself must undertake a great deal of the burden and is doing so. But it is important that an employee have the basic knowledge of machine skills before he steps into a production plant. To slow down vital war production while a foreman or a skilled machinist takes the time and ties up a vital machine needed in the production line to teach him the rudiments of machine work is wasteful and unnecessary.

There lies the essential function of the National Youth Administration's training program. The National Youth Administration is no longer a relief agency. It has converted to war production. No training is being offered not directly usable in the war effort.

In the fiscal year 1942 it provided preemployment training for approximately 900,000 persons. Of that number 386,000 are known definitely to have taken work in the skilled and semiskilled phases of war production, and another 300,000 have gone into other related phases of war industry. In the light of present employment conditions, and the curtailment of nonessential lines of production of all kinds, it is reasonable to assume that most of those persons on whom the National Youth Administration does not have definite record have also found their way into war production of some kind.

Scores of outstanding firms engaged in war production have expressed their gratitude and praise for the work National Youth Administration has done in helping to provide a reservoir of potential employees with basic mechanical training.<sup>1</sup> In line with Federal manpower policies of the armed forces and the selective service, it has long been emphasizing the training of women for war-production jobs to take the place in industry of men needed by the armed forces.

The general charge that National Youth Administration has been wasteful of funds, equipment, and manpower is not borne out by the facts presented to the committee.

The cost per youth-month on the National Youth Administration war production training program is \$65.86, including a nominal wage of 16 cents per hour as compared with customary wages of 60 cents or more received by trainees of private industry. This average total cost per youth-month also includes the cost of subsistence for thousands of trainees living at resident training centers as well as all administrative costs.

It seems evident that a fair comparison cannot be made between the entire cost of National Youth Administration training, which is completely supported by Federal funds, and the Federal Government's share in the grant-in-aid program of the Office of Education.

It must be remembered that the National Youth Administration is also producing, as a part of its training program, a significant quantity of war matériel for the Army, Navy, and Maritime Commission. For the Portsmouth Navy Yard alone it produced 311,000 specific items in a year's time.

It is true that National Youth Administration facilities are not being used to maximum capacity. The National Youth Administration officials themselves are concerned about that. They state that they have the equipment to handle another 50,000 trainees per month, and are asking that the restrictions in the present law be modified by Congress so that they can provide full use of their facilities.

The question of duplication of function upon which the recommendations of the majority of the committee are based is in the last analysis extremely academic at this time when it is clear that with both the National Youth Administration program and that of the Office of Education the future needs for preemployment training in war production will not be met as full as they should.

The delay and expense of dismantling a going and tested program and fitting it into a different organization operating on a different basis, the grant-in-aid system, should not be attempted in this critical emergency when there is no showing that the operation of one is in any way impairing the effectiveness of the other. Both organizations are engaged in vocational training, but they are training different people. In that sense there is no duplication.

Unlike other vocational training programs, the National Youth Administration has developed in its 8 years of experience a system of resident centers where the trainees from remote areas can live while receiving their training. This has in effect expanded the recruiting area of war industry. It is doubtful that these resident centers could or would be preserved under a grant-in-aid program.

<sup>1</sup> In his testimony before the committee Mr. Williams read from a few of the letters received and supplemented this with a list of concerns from which such letters had been received. At my request more of those listed have been submitted for examination, and copies of some of the representative ones are contained in the appendix to this report.

The fact that the National Youth Administration shops are completely controlled by the Federal Government has allowed a flexibility of program and a mobility of facilities that would be difficult under a grant-in-aid program where ownership of facilities is vested in local authorities.

This flexibility has been of great value in allowing immediate shifting of training curriculum to meet sudden shifts of war-industry needs for specific skills. The mobility of facilities has made it possible to move training shops into areas where skilled-labor shortages threaten and to concentrate training facilities where they are needed most.

In this way the National Youth Administration program has been a highly effective agency complementing the vocational training program of the schools.

Congress should give full support, financially and morally, to both the National Youth Administration and the Office of Education in promoting the full utilization of their facilities. It is highly essential to war industry and the war effort.

This is no time to delay the training of war workers simply to straighten out the organization charts of the executive branch of the Government.

The question of integrating the two programs can be left for later consideration when time can safely be allowed for the readjustments that would be required.

In the meantime, instead of abolishing the National Youth Administration, Congress should authorize 100 percent utilization of its facilities by removing the present age limit and other restrictions on the selection of trainees and by providing the necessary funds.

ROBERT M. LA FOLLETTE, Jr.

## APPENDIX

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The following are a small, representative sample of letters received by the National Youth Administration from business firms engaged in war production, attesting to the value of National Youth Administration training in providing a source of manpower with basic mechanical training and reducing their own training problems.

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WORTHINGTON PUMP & MACHINERY CORPORATION,  
*Holyoke, Mass., August 1, 1942.*

Mr. LEON J. KOWAL,  
*Regional Youth Administration,  
Region No. 1, Boston, Mass.*

DEAR SIR: May I take this opportunity of expressing my opinion of the very fine work the Holyoke National Youth Administration have been doing for the war effort.

One of our largest departments of manufacture is the weldery, and I doubt very much that without the wholehearted cooperation that we have received from both Mr. Fitzgibbons and his instructors and others that we would have been able to accomplish the tremendous schedule we have undertaken in this war effort.

My congratulations for such a fine piece of work.

Very truly yours,

WORTHINGTON PUMP & MACHINERY CORPORATION.  
A. F. JEVONS, *Personnel Manager.*

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A. A. JOHNSON MACHINE TOOL Co.,  
*Syracuse, N. Y., December 28, 1942.*

NATIONAL YOUTH ADMINISTRATION,  
*Syracuse, N. Y.*  
(Attention: Mr. S. Ciciarelli.)

GENTLEMEN: We believe that at this time we should write you a letter regarding the work you are doing and what a great benefit to industry in general the National Youth Administration must be to the war effort. As you know, through your cooperation we have had the benefit of the services of some of your trained boys. Boys who never had, before going into your places, any mechanical training of any kind and, after being at your place here in Syracuse but a short period of time, they were able to come into our plant, where we are rebuilding machine tools.

Some of the machines that we rebuild with almost zero tolerances and we were able to adapt these boys for not only machine work, but also in a short period of time, develop them into scraping hands where they had to work to the very finest tolerances.

We, therefore, take this opportunity of again thanking you for your cooperation and of commending you on the fine type of work you are doing. It is quite noticeable that this training includes not only things that are mechanical, but also you certainly must devote some time toward personality and character training.

The boys' behavior and actions in our shop were very much beyond the usual employee that we hire.

Very truly yours,

A. A. JOHNSON MACHINE TOOL Co.,  
A. A. JOHNSON.

BARNES-DULUTH SHIPBUILDING Co.,  
Duluth, Minn., November 10, 1942.

Mr. CARL F. MAHNKE,  
Project Manager, National Youth Administration,  
Duluth, Minn.

DEAR SIR: In the course of the past few months we have employed approximately 90 welder trainees from your training center, situated at 4832 Grand Avenue, Duluth, Minn.

We have found them to be very satisfactory and they have shown that they have had exceptional training in their respective fields.

We would like to recommend that the present age limit of trainees be increased to permit the training of older people in order to meet the demands which will be brought about by the drafting of the 18- and 19-year-old men.

In the course of the next 6 months we contemplate on enlarging our welding force from 150 to 200 additional welders.

Yours very truly,

WALTER J. BARTHOLDI,  
Director of Personnel.

NEW BRITAIN-GRIDLEY MACHINE DIVISION,  
THE NEW BRITAIN MACHINE Co.,  
New Britain, Conn., September 26, 1941.

Mr. RICHARD A. BARRETT,  
State Administrator, National Youth Administration,  
New Haven, Conn.

DEAR MR. BARRETT: I would like to take this opportunity to write you on how the boys whom we have hired from the National Youth Administration in Nepaug and Rocky Hill have turned out. At the present time we have approximately 30 boys in our employ who are working on machines or machine assembly. According to all reports that I have received from the foremen these boys are turning out excellent work and are working conscientiously. They are industrious and ambitious without being too aggressive.

I have read where the National Youth Administration has been under some criticism for importing these boys from out of State. We feel that it is necessary to do so, as the supply of trained or semitrained men is practically negligible in Connecticut, and it has been necessary for us to hire men from wherever and whatever source we are able. These National Youth Administration boys have had more training than the graduates of the local defense schools and thus are more valuable to us. However, the supply of local trade-school boys has been depleted and now we must draw from the outside. The unemployed now remaining in the State are not of the caliber or do they have the experience or training that we are looking for.

In general, I can say that we are well pleased with the type of boy that we have obtained from your centers and hope that we may obtain more in the future.

Yours truly,

NEW BRITAIN MACHINE Co.,  
JAMES L. BISHOP,  
Personnel Manager.

LAISTER-KAUFFMANN AIRCRAFT CORPORATION,  
St. Louis, Mo., September 14, 1942.

Mr. WYATT,  
War Production Training Project,  
National Youth Administration,  
St. Louis, Mo.

DEAR MR. WYATT: As you know we have been using your woodworking classes to train people for our work in glider-manufacturing. We have found so far from our experience with those whom we have placed that the training that they have there, and your recommendations as to their special qualifications, has been a decided benefit both to us and the trainees.

As prime contractors we have also placed some of your trainees with two of our subcontractors here in St. Louis, and from reports to date they have worked out quite well, although probably none of them have been employed more than a month so far.

We want to continue to use your training classes for this purpose, and are depending upon these classes to a considerable extent as far as training women in the future is concerned.

We thank you for your very kind cooperation in helping us and sincerely hope that we will be able to continue this program in the future.

Yours very truly,

LAISTER-KAUFFMANN AIRCRAFT CORPORATION,  
GORDON G. LEWIS, *Assistant Personnel Director.*

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SOUTHEASTERN SHIPBUILDING CORPORATION,  
*Savannah, Ga., January 4, 1943.*

MR. GILBERT C. McLEMORE,  
*Project Manager, National Youth Administration,  
War Production Training Center, Savannah, Ga.*

DEAR MR. McLEMORE: I have recently discussed with Mr. May, personnel director of your center, the fact that during the coming year the Southeastern Shipbuilding Corporation will need numbers of men and women to complete and maintain our personnel in the building of Liberty ships.

We are unable to give specified numbers of workers who will be needed, but we wish to indicate that we will desire to employ a number of young men and women trained by the National Youth Administration.

Since July 1, 1942, approximately 500 young men and women trained at your center have been employed by our company as welders, shipfitters, pipe fitters, sheet-metal helpers, machinist helpers, boiler-maker helpers, bolter-up helpers, and in other fields.

We have employed every welder you have trained who has passed our entrance test. At present, we are continuing to accept all who meet our requirements. Some of our foremen have been impressed by National Youth Administration workers and have requested their employment.

We have been grateful for your cooperation and interest. Your assistance has been of very definite value in meeting our scheduled production.

Yours very truly,

SNYDER ATWELL,  
*Personnel Director.*

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RICHMOND SHIPYARD No. 1,  
OF THE PERMANENTE METALS CORPORATION,  
*Richmond, Calif., January 9, 1943.*

MR. LEONARD SEIDENMAN,  
*National Youth Administration, Richmond, Calif.*

DEAR MR. SEIDENMAN: This is to advise you that the Richmond shipyards will employ all the sheet-metal, coppersmith, machinist, and welder trainees you can train.

We have found a definite shortage in skilled men within these crafts and, with the anticipation that we will hire approximately 20,000 additional employees within the next 3 to 4 months, we believe the shortage will become still more acute. This figure might also be enlarged by the inroads made on our personnel because of selective service, enlistments in the armed forces, etc.

These shipyards appreciate the work your organization has been doing in the past and thank you for your continued cooperation.

Very truly yours,

RICHMOND SHIPYARDS NOS. 1 AND 2,  
OF THE PERMANENTE METALS CORPORATION,  
RICHMOND SHIPYARDS NOS. 3 AND 3-A,  
OF KAISER Co., INC.,  
JAMES C. EGAN, *Director of Labor Relations.*

NATIONAL YOUTH ADMINISTRATION

CONSOLIDATED AIRCRAFT CORPORATION,  
FORT WORTH DIVISION,  
Fort Worth, Tex., August 12, 1942.

Mr. J. C. KELLAM,  
Regional Administrator, National Youth Administration,  
Austin, Tex.

DEAR MR. KELLAM: Consolidated Aircraft Corporation is now faced with a critical shortage of new employees, and schools in this area anticipate an early lack of potential trainees. For this reason we feel that every effort should be made to reinstate negotiations for the establishment of a National Youth Administration resident youth center in this area.

We understand from Mr. John B. Manning that it might be possible to bring into Fort Worth prefabricated buildings which could be used as a "hold over" station, and that youths from other National Youth Administration centers in the State could be brought here and housed until they receive their first pay check from Consolidated and find permanent living quarters.

I would like to ask that you give serious consideration to this proposal, and that every effort be made to work out some arrangement with the local schools for sponsorship of this plan.

Very truly yours,

CONSOLIDATED AIRCRAFT CORPORATION,  
FORT WORTH DIVISION,  
VAN A. FRANCE, Educational Supervisor.

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HIGGINS INDUSTRIES, INC.,  
New Orleans, December 1, 1942.

Mr. C. O. EMMERICH,  
Regional Personnel Officer, National Youth Administration,  
Atlanta, Ga.

DEAR MR. EMMERICH: I visited the National Youth Administration resident unit in Hattiesburg, Miss., and talked to Mr. Deen about the possibility of our using your resident unit in an allocated training program for Higgins Industries in New Orleans, La.

He suggested that I write you about the possibility of expanding to four shifts on the training facilities and of peak capacity in youth recruits to be used by Higgins Industries after they are trained by the National Youth Administration.

I hope it will be possible to use the four resident units over the entire State of Mississippi to their fullest capacity on this allocated training program for specific wartime production at Higgins Industries.

I am assured that the United States Employment Service and Higgins can recruit sufficient numbers of youth to fill these four units provided you will accept and make room for them.

The organization of the aviation plant of Higgins is now taking place and we expect to use 20,000 women in the construction and assembly of planes. I hope that you will be able to house and train at least 2,000 youths for us by March, which is the time they will be needed.

I am sending a copy of this letter to Mr. J. C. Flowers, of Jackson, Miss., and I can proceed no further until I know what you both will be able to do in this wartime training program. Please let me hear from you at your earliest opportunity.

Yours very truly,

HIGGINS INDUSTRIES, INC.,  
(Mrs.) SALOME D. SEVIER,  
Coordinator of Vocational Training.

PARACHUTE CO. OF UTAH,  
Manti, Utah, August 11, 1942.

Mr. AUBREY WILLIAMS,  
National Youth Administrator, National Youth Administration,  
Washington, D. C.

DEAR MR. WILLIAMS: It has come to our attention that the National Youth Administration sewing project at Ephraim, Utah, is about to be discontinued. We feel that this project has made a definite contribution to national defense, and the purpose of this letter is to ascertain whether there is not some way of continuing its valuable work.

The Parachute Co. of Utah, a subcontractor for Standard Parachute Corporation, of San Diego, was organized solely for, and is engaged exclusively in, the manufacture of parachutes and parachute spare parts for the United States Army and Navy. When this company came to Utah about the 1st of May the only women in southern Utah who were familiar with power sewing were those who had been trained in the National Youth Administration sewing project at Ephraim. Each week the National Youth Administration has sent us some prospective employees with a basic knowledge of power sewing. Some of the best operators we have on our pay roll at the present time are young women who were originally trained in power sewing on the National Youth Administration sewing machines. We find that a woman who has had experience on a power machine has mastered the first step in parachute making, i. e., overcoming fear of the machine.

This company made its first shipment of parachutes to the United States Army on June 17. In the 8 weeks since that time we have shipped 1,600 parachutes, 895 harness assemblies, and 300 spare packs. This, of course, is just a small beginning. The State of Utah is presently constructing a State armory building in Manti, to be occupied exclusively by the Parachute Co. of Utah. This building is 8 times larger than the building we are now occupying and in which we are now running 3 shifts per day, employing approximately 300 women. With the completion of the new building, our total personnel requirements will be around 800 women.

If the National Youth Administration project were discontinued, we feel that we would lose a very valuable source of personnel. We believe that the Federal Government could make no better contribution toward national defense in this community than by continuing to train young women in power sewing. The industry is here to employ them when they have completed their training with the National Youth Administration. It is the only defense industry within a radius of 100 miles and it is doing a 100-percent war job.

We respectfully seek your cooperation in maintaining the National Youth Administration sewing project at Ephraim, Utah.

Very truly yours,

PARACHUTE CO. OF UTAH,  
By M. J. BROWN.

The following two letters are from representatives of Government services on the value of National Youth Administration training.

UNITED STATES MARITIME SERVICE,  
ENROLLING OFFICE,  
Minneapolis, Minn., August 20, 1942.

Mr. C. B. LUND,  
Administrator, National Youth Administration,  
Regional Office, St. Paul, Minn.

DEAR SIR: During the last several months a number of radio trainees from your shops have enrolled in the Maritime Service after receiving basic training in your shop.

Additional trainees are needed and because of the continued demand for radio operators we shall appreciate if you will refer youth to our agency from your radio shops in Duluth, Minn.; Warren, Minn.; Sand Lake, S. Dak.; Fargo, N. Dak.; and other radio shops operated by your agency in this region.

Sincerely yours,

O. P. SWENSON,  
Boatswain, United States Coast Guard,  
Enrolling Officer.

ASSEMBLY AND REPAIR DEPARTMENT,  
UNITED STATES MARINE CORPS AIR STATIONS,  
Quantico, Va., October 16, 1942.

Mr. J. P. ROYER,  
*Youth Personnel Officer, Manassas War Production Training Project,  
National Youth Administration.*

DEAR MR. ROYER: Up to the present time we have placed 38 girls in our over-haul shops, who have received their training at the National Youth Administration school in Manassas.

These young ladies are working in the engine-overhaul, metal-spray and bake-enamel shop, machine shop, instrument shop, accessory shop, carburetor shop, metalsmith shop, and erection shop.

To date they are all getting along fine and the quality of their work is very satisfactory.

We hope that in the future you will be able to continue to supply us with such well trained shop personnel.

Sincerely,

R. J. BRITTEN,  
*Second Lieutenant, United States Marine Corps,  
Personnel Officer.*

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