

Army Industrial College  
Washington, D.C.

Course at the Army Industrial College, February-July, 1924.

BALANCED PRODUCTION

In connection with War Plan.

Conference  
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(Resume of remarks made by Mr.  
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After all plans have been prepared by the War Department, which will never be completely up to date, what are you then planning to do to put into shape some sort of system to keep back of production which would be placed before the various branches responsible therefor when war comes?

The master key to planning is the actual performance of what is planned.

The flow of production for each and every item must be carefully balanced. In war, Manpower is of no avail unless there are a thousand and one things which go to make up the equipment of an army.

One of the difficulties of almost all organizations is not in the fact that they deal with so many different items, but that no definite data is available on production as a whole, due to the fact that so much detailed time is spent on various parts of the whole. It is not possible to obtain figures on all steps of work required - for any organization.

There should be one individual who would feel responsible in the actual functioning of war plans, in the event of war. All statistics should be put into graph form, available for his immediate information.

Too much attention should not be paid to details by executives, and red tape should be cut in order to be able to balance the production when necessary.

Whoever is going to be the head man in the War Department in time of war should be in a room large enough to accommodate detailed information on the walls thereof, from all the branches, thereby enabling him to pick out the worst spots in the whole production program of the various branches and checking up on same. Cost, expense, production and purchase figures, etc., can be clearly seen by means of graphs.

Cooperation between the Government and factories should be closer in connection with standardization and specification requirements.

(For detailed report, see file)