

THE ARMY INDUSTRIAL COLLEGE  
WASHINGTON, D. C.

Course 1929-1930

OFFICE OF THE ASSISTANT  
SECRETARY OF WAR  
JUN 26 1930  
PLANNING BRANCH  
PROCUREMENT DIVISION

GRADUATION EXERCISES.

Addresses by

Colonel Frederick H. Payne,  
The Assistant Secretary of War.

General Lytle Brown,  
Chief of Engineers

Brigadier General George Van Horn Moseley  
Executive to the Assistant Secretary  
of War

Colonel Irving J. Carr, Sig. C.,  
Director.

June 20, 1930.

263

Remarks by Colonel Irving J. Carr, Sig. C.,  
Director, Army Industrial College,  
Introducing Colonel Frederick H. Payne,  
The Assistant Secretary of War.

Mr. Secretary - Gentlemen

On behalf of the graduating class, I want to extend a cordial welcome to our distinguished guests here today. We appreciate very much their appearing here these busy times. We derive a real inspiration and an additional incentive to continue our work when we feel that our highest chiefs of the War Department and Navy are so interested in our mission.

We regret very much that the Secretary of War, who had planned to be here, was unable to come. He was called over to the White House for a cabinet meeting. The Chief of Naval Operations who had also planned to come was called to the Capitol this morning and our immediate chief, General Moseley, Executive of the Assistant Secretary of War had to go to a Senate Committee meeting, but he hopes to be here before we conclude this exercise.

We are particularly glad to have the Chief of Staff here this morning, chiefs of divisions of the General Staff, and chiefs of Naval bureaus. Our work is so intimately dependent on military and naval operations that it is essential that we keep in closest touch with their needs, for the planned procurement of those needs is our great problem. Very gratifying results in this connection are being obtained through the detail of Naval and Marine Corps officers to this institution and also in the interchange of graduates with the Army War College. Our recent joint exercise with the War College was most instructive to us and our contact with various divisions of the General Staff and departments of the Navy is going far in bringing these activities into close accord.

I want to take this occasion to express to the officers of this graduating class my sincere thanks to each of you for your wholehearted cooperation and industry during the year. I feel that this has been a most successful year and it has been due to your continued effort and loyalty, for, in the last analysis, the institution is made up of each of the students and its success depends on the intelligence, diligence, and hard work of each.

I cannot stress too much to you gentlemen the necessity of continual effort toward speed in early production. We can never be satisfied with our planning till our production exceeds

264

our requirements, particularly in the early stages. General Summerall has stressed this in former talks at this institution and our production records of the World War show that in many cases manufacturers surprised themselves by going far beyond their initial estimates. It is the driving force and ingenuity of the American manufacturer that produces such results, so in approaching a manufacturer when you gentlemen go out into your districts and gain contact with industry, you must remember that fact and be impressed by it.

It is only through definite, workable plans for the procurement of each vital item that we can gauge production rates or can increase those rates and it is only through these plans that we can discover the bottle necks that will slow down our production program.

One has only to visualize the tremendous inherent power of a single great manufacturing plant to realize its potentiality as a war making machine, provided the heads of these great plants know in advance what we need and can accordingly plan to devote their whole energy in producing those needs.

The workings of industry as a whole, its organization, control and interrelations have always been a mystery to the military man. Its vastness and complexity naturally mystify one, though in reality, to the controlling needs, the manufacturers, the problem is simple. Therefore, we are fortunate to have on the statute books a law requiring that a civilian be appointed who will be charged with assurance of industrial preparedness for war, and we are doubly fortunate to have as a man occupying that position one who himself is a manufacturer, familiar not only with the workings of industry and finance, but familiar also with the war experiences of the manufacturer in attempting to meet the uncoordinated and uncontrolled demands of the government.

Colonel Payne has very kindly consented to say a few words to us this morning and I am sure he needs no introduction to this audience.

Gentlemen - The Assistant Secretary of War.

26

INTRODUCING Major General Lytle Brown, Chief of Engineers,  
by  
Colonel Irving J. Carr, Sig. C.,  
Director, Army Industrial College.

While the Assistant Secretary of War is charged with the assurance of adequate supply, it is the Chief of the Procurement Branch who actually does the procuring, each in his own sphere.

It is easier to visualize the size of this task when one realizes that the Chief of Engineers will expend in the first year of a war under the General Mobilization Plan, a sum which will about equal the combined expenditures in 1928 of Sears, Roebuck and Company, Bethlehem Steel Corporation, and Anaconda Copper Mining Company.

General Brown is now sending to this institution selected officers whom he expects to assist him in spending that money or rather planning to buy or have made the vital items of combat, for it is not speed of spending that counts, but rather speed in getting the supplies when we need them most.

His experience as Assistant Commandant at the War College together with his familiarity with the work of the Industrial College makes him exceptionally qualified to address this graduating class.

It gives me great pleasure to introduce Major General Lytle Brown, the Chief of Engineers.

Address of Major General Lytle Brown,  
Chief of Engineers.

To those who passed through the emergency of 1917-1918, our present work needs no justification. They saw the remarkable process of attempting to superimpose one upon the other at the same time of the preparation for and the conduct of war, and the inevitable waste of energy, money, and time that such a process entailed.

The men who actually passed through that trying experience can well justify what you are doing now, but they will, ere long, pass on, and should leave an expression of their views to be a guide to a few who will in future live among many who will be lulled to indifference in an atmosphere of security that has been won for them by the forgotten sacrifices of those who have gone before.

The future must somehow be met, though no man has the vision to penetrate its shroud of darkness. There are some things that may guide our footsteps. They are common sense, fundamental principles, and the reflection that comes from the experience of the past, which we must not allow to grow dim like the embers of abandoned camp fires.

We will justify ourselves if we but keep alive the experience of the past, maintain an enduring knowledge of the fundamental principles, and be prepared to apply both to the actual conditions of the future so as to meet them squarely.

To do these things is particularly the duty and the care of the Regular Army and the Navy. To facilitate the performance of this duty, there have been wisely created the Army Industrial College, the Naval War College, the Army War College, and other service schools. These should absolutely insure that the lights of experience are kept burning, that the fundamentals are not lost to appreciation, and that these will be applied to the future problems in accord with the circumstances that may then exist.

No doubt at the Army Industrial College we deal with things civil as well as military.

We know that the armies in the combat zone and the establishments in the zone of communications are in all things supported by the civil population at home. The people at home furnish the replacements in men, the supplies and munitions, and the spiritual support to the armies.

217

The circumstances of life in the combat zone are as far removed from the life of the civil population at home as anything in this world can be. But from there back to the home, the farm, the factory, the transportation system, the business and political centers, there must be an absolute connection, with never any well marked line of separation or of juncture. The whole must be as one piece of cloth or one piece of metal with threads interwoven or fibers interlocked in a perfect and indistinguishable weld.

No doubt it is intended that you gentlemen shall be a part of the material used in the interweaving or the welding together of the civil and the military. It is needful that you be material of the most sound in order that the junction may never rip or tear or fail, but be as strong as any other part of the structure, if not stronger.

In thinking of our present situation, arrived at after so much experience, study, and trial, I am reminded of an instance away in our Colonial history. It has always appealed to me most strongly because of the personalities involved and of the verification of the saying that, in times of stress, the proper man comes forward to take his most appropriate place.

War began between England and France and was quickly transferred to their colonies in America. A regular British force was sent over to Virginia, and in command of it was a regular of regulars - General Braddock. He had a quarter-master general as stiff-necked as he was himself. Neither knew the military conditions that had to be met nor the people on whom they had to depend for their support.

The difficulties of the situation were more apparent to certain Americans than they were to the British Commander. It is doubtful if he ever knew where his difficulties lay. Two Americans came forward to overcome his real difficulties, and it is truly remarkable who they were and how well fitted for the task. George Washington came with the military knowledge, and Benjamin Franklin with the knowledge of supply. They typified the wonderful common sense that resided in the American Colonies of Great Britain.

These two men sprang forward to form the weld, the weave between Braddock's military force and the supporting people of Virginia and Pennsylvania. History has told us how fine was the material for forming that perfect weld or weave. It tells us also how deficient was Braddock as the master workman to use that fine material for so essential a purpose.

This incident of Benjamin Franklin's life has many times suggested to me the eminently correct idea that we now have in our civilian Assistant Secretary of War. He performed

201-8

the functions of the Secretary in those simple times, and performed them perfectly. He really set the example that we are now so elaborately extending in our great questions of supply. He was exactly the man for the task, a man thoroughly informed as to the business interests of his people, broad and generous of mind, broadly known, and trusted implicitly wherever known.

We know so well that in any great war the strength of the entire nation must be solidly behind the armies in the field. But do we know how to make sure that it shall be there? I would repeat it. In order that it be so, there must be at all controlling points, especially the controlling points of man power, manufacture, transportation and political policy, a thorough admixture of the civil and the military. That is the only safe way.

You gentlemen, I take it, will mainly be at the controlling points of manufacture and transportation, there to represent the armies in the combat zone, to see and to insist that their needs are fully considered and are met as closely as the circumstances will permit.

The Naval representatives will be there too, seeing to the same things as to the Navy that you do as to the Army. You must have a full realization of the tremendous and decisive importance of the Navy, and respect it. Cooperation will be the word rather than coordination.

Here I cannot neglect to express what I consider to be the principal elements of cooperation. They are Each party must attend to his own business, attain his own objective, and not expect the other to attend to it for him or to go out of his way for him, between the two there must be perfect trust, not a tincture of suspicion, jealousy, or rivalry, each must convey to the other fully all of his own plans, intentions and information. Duplication of effort must be reduced to a minimum by a constant interchange of results. Without these things being carried out in the true spirit, cooperation is tinkling cymbal and a sounding brass.

It is evident from what I have said in brief what the qualifications must be of the men who are to form the cementing medium between our military or naval forces and the civil activities that support them. A most thorough and comprehensive knowledge of military needs and practice is the first requirement. In addition there must be tact, judgment, and common sense in a high degree. There must be ample tolerance, infinite patience, thorough politeness, and an eminent sense of fair dealing, and nothing of arrogance. A knowledge of the civil practice in manufacture and transportation is essential. A wide acquaintance among men who manage manufacturing and transportation affairs is of much importance.

With the habit of unremitting industry, with service only in view, with a willingness to make any personal sacrifice to attain the desired ends we may hope that our armies will receive the necessary support in their fight for a decision, and our fleets in their fight for the control of our needful sea communications.

Introducing Brigadier General George Van Horn Moseley,  
by  
Colonel Irving J. Carr, Sig. C.,  
Director, Army Industrial College.

General Moseley, our immediate Chief and Executive  
to the Assistant Secretary, has asked me to give him a brief  
space on the program.

General Moseley.

Remarks by  
Brigadier General George Van Horn Moseley,  
Executive to the Assistant Secretary  
of War.

Mr. Secretary, the Chief of Staff, Colonel Carr,  
gentlemen.

When a fine piece of work has been performed in  
the Army, when a battle has been won and we are inquiring  
to learn the cause, all we have to do is to ask for the  
name of the leader.

In the case of the Industrial College the leader  
responsible for our success is one, Colonel Irving J. Carr.  
This gathering this morning brings to a close his duties as  
Director of the Industrial College. Throughout all his  
contacts with this work he has raised our standards and he  
has put the Industrial College on a high plane as never be-  
fore. He leaves with our congratulations and best wishes.

Colonel Carr's name will always be intimately as-  
sociated with the accomplishments of this institution.