

THE ARMY INDUSTRIAL COLLEGE  
WASHINGTON, D. C.

GRADUATION EXERCISES

Addresses by

Honorable F. H. Payne,  
The Assistant Secretary of War.

Major General Samuel Hof,  
Chief of Ordnance.

Lt. Colonel W. A. McCain, Q M.C.  
Director, Army Industrial College.

June 22, 1931.

Remarks by Lt. Colonel W. A. McCain, Q.M.C.  
Director, Army Industrial College.

Mr. Secretary, Distinguished Guests, the Class of 1931,  
Ladies and Gentlemen:

First, on behalf of the College I wish to express appreciation of the presence of our distinguished guests. Both the Secretary of War and the Chief of Staff fully intended to be present. The Secretary returned from New Jersey only a few moments ago, and the Chief of Staff has just telephoned that it will be impossible for him to be present. We are honored by the presence of the Chief of Naval Operations and Bureau Chiefs, and I say now emphatically that the Navy has cooperated with this institution one hundred percent. I wish to express our gratitude for the active backing of the Deputy Chief of Staff which has lessened in no manner consistent with his change of assignment from Executive to The Assistant Secretary of War to Deputy Chief of Staff, to G-3 and G-4 thanks for first-hand assistance in working out some of the school's important problems; to the Army War College grateful acknowledgement for the use of some of its essential facilities, and to those of the Planning Branch who have worked side by side with us in helping the Assistant Secretary of War carry out the mandate imposed upon him by Congress. The Chiefs of Supply Arms and Services, whose school this primarily is and who constitute the Board of Advisors, have given it not only their good will and moral support but also have assisted in numerous material ways, all of which is deeply appreciated.

I had the honor of taking over from my predecessor a going concern and such success as that concern may have achieved during the past year is due in large measure to the continued cooperation of those contacts established and maintained by him as well as by his sustaining hand during the period of his incumbency as Executive to the Assistant Secretary.

A very level-headed officer said to me recently that the best thing about the school is the quality of its instruction. He is right. In my opinion we have the best instructors obtainable and throughout the year they have given of their time and talent, not only during office hours but literally on nights and holidays.

It would be greatly amiss did I not acknowledge with pleasure the gracious presence of the ladies. What stanza is that in the National Anthem of the Marine Corps?

"If the Army and the Navy ever gaze on  
Heaven's scenes  
They will find the streets are guarded  
by United States Marines..."

Be that as it may, believe it or not, but one thing is certain, we will find our women among the angels. If we do not it won't be Heaven at all but the opposite place absolutely.

Now I want to say something to the class itself.

You may remember that at the Opening Exercises last September I pledged the ranking officers of the Army, Navy, and Marine Corps then present that you would acquit yourselves in a manner consistent with the highest traditions of the United Services. You have made good that pledge. You know that no hard-boiled orders have been issued around here because it has sufficed simply to indicate from the rostrum or on the bulletin board the wishes of the Assistant Secretary. You know that not a single one of you has been put on the carpet with any serious reprimand, and you know also that the only reason why not is that it was not coming to you. You know that some of you have been caught down here out of hours, sitting at your desks with your coats off, swamped in a sea of papers.

If the Biblical injunction is true, which it is, "Be thou faithful over a few things, and I will make thee ruler over many," we prophesy great things for a great number of this class. In short, we have right along put this course up to you as high-minded officers and gentlemen, and you have played the game in the finest acceptation of the term. Now gentlemen, our immediate chief, The Assistant Secretary of War, has watched your progress not only as shown by your written reports, but he has come down here frequently to ascertain for himself just what you were doing. He is present today and desires to say a few words to you, so once again I have the honor of presenting - The Honorable F. H. Payne.

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REMARKS OF THE HONORABLE FREDERICK H. PAYNE,  
THE ASSISTANT SECRETARY OF WAR

Mr. Secretary - Admiral Pratt - Colonel McCain - Gentlemen.

While it is only natural that my opinion should be that the Industrial College is the most important and most efficient of the Army's educational institutions - I could undoubtedly get an argument out of others present if I should insist upon general acceptance of this opinion as a fact. I am certain, however, of our agreement that it is one of the most important. Consequently, in offering my personal congratulations upon your successful completion of the course, I feel that I am joined by every person familiar with the work of the school.

The college belongs to the procurement services --and its present high standing is largely due to their keen interest and cooperative effort. Nevertheless, the growing interest taken in it by the line branches of the Army, and by the Navy and Marine Corps, has been a source of real gratification to me, to the Board of Advisors, and to the Director and Faculty of the College.

Each one of you graduating today is carrying away a broad conception of the great industrial problems that would face America in an emergency. More than this, you have turned your minds toward seeking workable solutions to those problems. In any possible conflict of the future none of you can foresee to what position in the great national organization you would be called. But it is almost impossible to conceive of any position in which the knowledge and training you have received in this school would not be useful to you.

Therefore, I believe that you should look upon the past year as a most valuable one -- and again I congratulate you-- and the Faculty- on the fine work you have accomplished.

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Colonel McCain, introducing Major General Samuel Hof,  
Chief of Ordnance.

To those who have been engaged in planning for the national defense in the event of a major emergency it is manifest that one of the most tremendous, one of the most difficult and highly technical tasks is that imposed upon the Ordnance Department. It is therefore quite fitting that the head of that Department should deliver the main address on this occasion. I therefore have the honor to present the Chief of Ordnance - Major General Samuel Hof.

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Address by Major General Samuel Hof  
Chief of Ordnance.

Gentlemen:

Today brings to a close another year's work at the Army Industrial College. I wish to extend my hearty congratulations to you, the graduating class, to the staff of the college, and to the Army and Navy and Marine Corps, which are to receive the benefit of your training. The esteem with which former graduates are held is evidence of the value of your training.

What has brought forth the necessity for this training for the procurement of Munitions? Why, it is just what has lead to specialization in all walks of life--the invention of machinery and the adaptation of mechanical horsepower to the production of commodities and services. Machines are built to do repetitive jobs. They do them well and in vast quantities. So also men do some jobs better than others. They do those jobs best for which they have most aptitude, for which they are trained and qualified by experience.

The old master craftsman not only supervised but actually conducted all the functions of production, including purchasing, selling, and risk-taking. He required a long apprenticeship to attain proficiency in all the various functions. His capital was small, his market local and personal.

Gradually there crept into this simple industrial society forces which were to transform it.

Perfection of machinery increased production and demanded wider markets. Discoveries, explorations, and improved transportation extended the market. The printing press and the improved transportation stimulated competition. Economy in production became the watchword. Capital accumulated, production became so great as to permit and require that individuals concentrate their efforts on what they could do best. Purchasing agents searched the world for raw materials. Salesmen studied the needs of nations. Engineers and inventors improved production. All these are specialists. We required and founded schools to train specialists, schools of engineering, schools of commodities, schools of advertising, schools of markets.

As our industrial society has felt the imprint of the machine, so has our organization for making war. The recent great war brought forth the use of machines in capacities and quantities never dreamed of a few years ago. While it is true that we had had for a number of years Army service schools for teaching

the art of war in tactics and logistics, the instruction system had to be greatly remodeled during the war to meet the needs of improved and new armament and equipment. It was to meet these new conditions in the supply and use of airplanes, tanks, machine guns, trucks, motor cars, and improved artillery that a radical change in the organization of the Army was made necessary. Now the carrying on of a war of any magnitude involved all the industries of the nation and this increases the duties and responsibilities of those arms and services charged with the supply of munitions to the Army.

The World War left us numerous examples of what to do and what not to do in meeting a crisis. It was for the purpose of meeting these new responsibilities, which were thrown upon the supply branches, that the Army Industrial College was established in February 1924. Its object may be stated to be that of training officers for the supervision of procurement of military supplies in time of war and for planning the industrial organization and mobilization of materiel essential to war-time needs. Its establishment was one of the steps taken by The Assistant Secretary of War to meet the responsibilities placed upon him by the National Defense Act of 1920. It is evident that this Act intended that the nation should not improvise its plans and call on leaders from industry for the purpose of solving the Army's procurement problems when a crisis is at hand; but that the War Department should train its own officers and maintain an organization to the end that when an emergency arises the government itself will have the machinery designed and partially set up for informing industry in an orderly manner what the requirements are, and for assisting industry in meeting these demands.

That a super-organization may be necessary to accomodate military requirements to civilian needs, to establish priorities, to control large financing, possibly to determine prices of certain key commodities, I do not question. Graduates of this college should take prominent places in such an organization.

During your course of instruction at this institution you have made a comprehensive study of the lessons of the World War as applied to production and supply. From this study you have been brought to realize the size of the task facing the War Department and industry in case of a national emergency, and you have crystallized in your minds general ideas as to how the situation should be met. Although much has been done by the procurement branches in planning for and making present and proposed designs conform to war production, nevertheless your ideas and cooperation will be of valuable assistance in their future development.

Those of you who are to be returned to the supply branches for duty will find varied classes of work awaiting you, such as war planning, designing, procurement, production, and the like.

Whatever your assignment, keep ever before you our great objective, earliest possible procurement.

Some of you will return to the branches which primarily use the equipment provided. It is for you to pass on its efficiency and sufficiency. From your studies of production you have learned that extreme perfection is attainable only at a sacrifice of quantity. We ask your sympathetic cooperation in meeting the needs of the services.

The experiences of the World War are still fresh enough in our minds for us to appreciate the necessity for thorough planning if we are to meet the large demands for the complex munitions for a war of any magnitude, yet they are distant enough for us to determine those features which are of major importance and those which should be given only minor consideration.

No planning for procurement and industrial mobilization can be accomplished until it has been determined what is to be procured and the time at which it must be delivered. The magnitude of this work for our complex equipment will force a realization upon those of you who are assigned to such work that a simple but adequate method must be evolved for determining our needs. It seems hardly necessary to call your attention to the many changes in General Staff plans during 1918, each demanding a different requirements schedule.

Short cuts have been devised for some articles required by each individual. So far, however, no happy solution has been found for main items of equipment due to varied types of organization.

Time, of course, is one of the most important factors in an emergency, and if we are to be prepared to place orders promptly it is obvious that we must know the dealers who can produce the objects required. This necessitates constant contact with plant executives in the various industries in order that we may tabulate the information required by the supply branches. Such work has progressed steadily but owing to the rapidly changing conditions in industry you will find it necessary constantly to revise this information as well as to survey new sources of production. This information as to producers is not to be considered wholly as a war measure, as we frequently make use of it in obtaining bidders for peacetime requirements, and when such cases arise a more cordial relation with manufacturers results.

In your design and production work you must of necessity keep in close touch with current conditions and practices in industry. The scientists and experts are revolutionizing materials, methods, and processes. For example -- Last week

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I visited the Colt Patent Fire Arms Manufacturing Company. I found them molding a plastic substance called "Colt rock" - similar to "bakelite" - into screw caps for shaving soap and tooth paste tubes. Whereas a year or so ago metal caps were used, now 95% are made of the new substance at greatly reduced cost. It is being used for buttons, thermos bottles, vanity cases, and has infinite possibilities.

If those of you who are to be charged with the design and production phase of our work do not keep abreast of modern improvements then you will signally fail in your responsibilities. The result of all this is to be embodied in drawings, specifications, and descriptions of manufacture without which the manufacturers cannot proceed. Only when this is done do we truly know what we want.

One of the vital factors in our planning is the determination of a reasonable form of organization for accomplishing the work to be undertaken. If an organization plan developed for war use is to be of value it must be in sufficient detail to allow the increased personnel called in for duty to enter upon the work promptly and in an orderly and systematic manner. An operating organization must provide for the performance of all the essential functions. In practice it is largely adapted to the particular individuals who are available. We do not know the particular individuals who will fill the key positions in the future, so we can not know their particular qualifications. However, the organization must specifically detail all the required duties and provide for their fulfillment. Considerable adjustment must be contemplated to fit the varying conditions and personalities. It should contemplate ready expansion from peace to war.

In closing let me emphasize that all our peace-time work is for one purpose - to be prepared for a war emergency. The sole excuse for our existence as an army is for war. It is not an easy thing to be certain that we are thoroughly prepared. Your peacetime duties may seem more pressing. Numerous difficulties may delay and handicap our planning, but you must guard against restrictions slipping in that may place this country in a difficult position to meet an emergency. I have heard that the Japanese have a doctrine that no questions should be raised or explanations asked for after the order for mobilization is given. That doctrine is ideal, but to make it effective, work must be done now - before the emergency arises.

Gentlemen, I am sure that after your year's work here you will go to your new assignments better equipped to carry on this mission. I thank you.

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Following General Hof's address certificates of graduation were presented by The Assistant Secretary of War, after which ceremony Colonel McCain explained that there were two officers absent by proper authority. Major Roy A. Hill, Infantry, who had to proceed to the Naval War College at Newport, R. I., and Captain Fabius H. Kohloss, Corps of Engineers, who was called away suddenly on account of the serious illness of his father.

The Exercises were concluded with the Benediction pronounced by Chaplain Reuben E. Boyd.