

Statement of Lieut. Colonel C. T. Harris, Jr., Director,
Planning Branch, at opening of Army Industrial College
September 3, 1935.

Colonel Jordan and gentlemen of the Army Industrial College:

The Planning Branch is the agency created by The Assistant Secretary of War to perform for him the duties laid down in Section 5a of the National Defense Act. The Planning Branch has been engaged in this work for approximately thirteen years. In a recent article on the War Department in the magazine "Fortune," rather complimentary references were made to the industrial planning work of The Assistant Secretary. We in the Planning Branch are constantly asking ourselves whether or not the work we are doing will satisfactorily assure success of a war procurement program. After reading the "Fortune" article and discussing this phase of the matter with officers of the Planning Branch, we were able to say to ourselves that our work does enable the War Department to know what is required in war and where the War Department will secure these materials. If a proper answer to these two questions is available, industrial planning, in general, is successful.

In industrial planning the fullest cooperation exists between the various agencies of the Army and Navy engaged in this work. Association of Army and Navy students in this Industrial College is largely responsible for this condition.

I would like to impress upon you that the work you are going to do this year is serious work and that the solutions of the problems will be carefully analyzed in the Planning Branch, and it is hoped to secure much of value from your work.

Colonel Jordan's injunction to you in visiting offices to state your business promptly and get out promptly does not apply to the Planning Branch. We do not desire you to hurry in your discussions with us because much can be gained from a full discussion. You are welcome in any division of the Planning Branch as often as you wish, and for as long a time as you may need.

I extend best wishes to you in your year's work.

CTH PB
September 6, 1935.