

THE ARMY INDUSTRIAL COLLEGE
Washington, D C

Course 1935-1936

WAR-TIME CONSTRUCTION

by

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O A S W

January 13, 1936

AIC 135 (1/21/36) 11

WAR-TIME CONSTRUCTION

222

Today it is the turn of the Construction Division of the Assistant Secretary's Office to explain itself.

I remember last year, when I was a student at the College, I was inclined to resent some of this series of talks. It seemed that the speaker would cover the subject completely, and as a result, the Committee would be required to wrack its brains to find some new thought which would make its report more than a mere paraphrase of the talk. Since I've moved up the hall to the O A S W, I realize that this was intentional. The speaker wished to tell everything he knew on the subject in the hope that the Committee would bring to light some original aspects.

Well, we certainly haven't reached the point in the Construction Division where new thought is not needed. Nevertheless, I have arranged with Major Rogers so that your Committee and I will not duplicate each others reports.

I am going to try to give you something of the underlying regulations (with regard to construction) by which we are governed, the duties derived therefrom, the plan for accomplishing these, and the status of our work in completion of these plans.

Your Committee will give you an historical background, a discussion of the theory underlying coordination of war construction, and finally it will analyze our present plan and tell you whether they agree with what we are doing.

In past years your Committees have been rather hard on us. If you read the Committee reports of previous classes you will find some rather

scathing criticism I hope that I shall be able to convince you that we have at least the right idea

The National Defense Act says that "The Quartermaster General, under the Assistant Secretary of War, is charged with the direction of all work pertaining to construction."

This provision has been elaborated, and in some cases changed, by various regulations. There are altogether some six Army Regulations and two Mobilization Regulations dealing with construction. I shall not quote any of these regulations to you. I have, however, made up a brief abstract of the War Department policy on war construction which I shall read.

(a) Operation

All construction of fortifications and that in the theater of operations will be conducted by the Corps of Engineers.

All construction (not in the theater of operations) necessary to the mobilization of his command is charged to the Corps Area Commander.

All other construction is charged to the Quartermaster General.

(b) Supervision

Preparation of plans and policies and supervision of activities for all construction for procurement are charged to the Assistant Secretary of War.

57

For all other construction these duties will be exercised by G-4, General Staff.

(c) Procurement of Construction Materials.

Building materials for fortifications and for construction in the theater of operations will be procured by the Corps of Engineers

All other construction materials, except for emergency needs (par. 33, MR 4-4) will be procured by the Quartermaster General.

Supervision of all procurement of construction materials is charged to the Assistant Secretary of War.

(d) Planning

Planning for the adequate mobilization of, and negotiation with industrial organizations essential to war construction is charged to the Assistant Secretary of War.

Now we are not satisfied with the regulations. Even from the brief outline I have read you it is apparent that there is conflict of authority, furthermore, the regulations are in some cases ambiguous and in some, not clear. The Committee Report of last year dwells at some length on the inadequacies of the regulations and, no doubt, your Committee will cover the subject. It will suffice, therefore, for me to mention that steps are being taken to revise them. A Committee has been authorized by the Chief of Staff with representation of this office, the Quartermaster General, and G-4, for this purpose. It should be noted however, that the duties of the Assistant Secretary which I shall now take up are based on the National Defense Act and that, while some may be broadened and others simplified by this revision, the War Plan resulting will be affected only in details.

We come now to the duties of the Assistant Secretary of War as derived from the foregoing policy. These are

Assurance that requirements of construction for procurement are accurately known.

Assurance that adequate plans are made for performing this construction.

Assurance that requirements for all types of construction are sufficiently studied to permit proper analysis of industrial and procurement factors entering therein.

Determination of the coordination and control necessary to insure mobilization of the construction

industry and adequate and orderly flow of building materials

Preparation of the plan for imposing the above.

Laying down of rules and policies for negotiation with the construction industry and for procurement of building materials, and preparation of the plan for the necessary supervision of these activities.

I shall now discuss each of these duties in turn and tell you what is being done in its regard.

I might call your attention to the fact that building materials are commodities. They will be controlled as are other commodities. The study of commodity control is part of your curriculum. It is impossible to discuss construction without referring to building materials, unless I specifically do mention them, however, this talk is dealing with construction proper

Requirements of Construction for Procurement

Letter, AGO 600 12 (11-17-34) Misc D M and Planning Branch Circular No 3, January 28, 1935, requiring report on OASW Form 101 of construction requirements were distributed to all Corps Area Commanders and Chiefs of Supply Arms and Services, in January, 1935

This required a statement of location, purpose, general description, estimated cost and certain additional data, for every construction project needed in the war effort. Compliance was approximately complete by September, 1935

Projects have been abstracted and plotted on maps. The Corps Areas, corresponding as they do very closely with the Quartermaster Districts, furnished a logical basis for sub-dividing. Projects are therefore grouped alphabetically, according to Corps Areas, and filed separately with map and abstract with each group

Projects were then checked against the records of the Allocation Division, to be sure that a report has been made of each, and forwarded back to the Procuring Services and to the Quartermaster General. Accompanying letter explains that approved projects are to be carefully filed, that they form the basis for the War Plan of the O A S W. for mobilization of the construction industry, and that clearance will be required for projects not included in the approved program

360

Preparation of the war plan for the operation of the construction for procurement is a function of the Quartermaster General. An officer (Major Glandon, Q M C) and staff of assistants have been assigned to this work. This is a very big job. Planning has not progressed beyond preparation of type plans for war structures. Progress is being made.

Requirements for Construction other than for Procurement

Letter, AGO 600 12 (11/17/34) also required O A S W form 101 to be submitted for construction projects other than for procurement.

These have been submitted to G-4, General Staff, which office will check them against the mobilization requirements. Colonel Fitzgerald (Office G-4) has determined that the forms do not provide certain information necessary for determination by that office of adequacy of construction projects to meet projected mobilization. Additional data are therefore (November, 1935) being called for.

When finally approved and forwarded to this office, the same procedure will be followed as for projects for procurement construction. Projects will be filed in this office as an integral part of the plan for mobilization and control of the construction industry and for the use of the Commodity Committee No 8 (Building Materials) and forwarded to the O Q M G for inclusion in the plan for procurement of construction materials.

We come now to the determination of the necessary coordination and control measures. I listened with interest to the talk made to you by Colonel Jones last week. Colonel Jones gave you a strong brief for decentralization both of operation and supervision. He wants to leave the Corps Area Commanders pretty serenely alone, at least in the initial stages of mobilization. He referred, however, to the C C C, a special type of operation. I believe that Colonel Jones would admit that in the larger operation of a general mobilization, some control is essential. I have here a letter. This is not by Colonel Jones, but by his Chief, General Lincoln, G-4.

"It is recognized that in large operations a situation may develop where Corps Area Commanders may interfere with each other and thus make necessary a measure of coordination. Such cases call for a choice between the delays and vexations inseparable from central control on the one hand and the evils of competition in a restricted market on the other. It is not believed that the prospect of the latter evils arising to a serious extent in the present case is so imminent as to justify the issuance of additional restrictive instructions."

I bring this up to indicate to you that this office and the Staff are not at cross purposes as you might have gathered. We both know that some control is needed, but both wish to reduce this to the minimum.

Control and Coordination Measures

The projected war construction load has been analyzed in comparison with the peace time load as obtained from the census and reports of the Department of Commerce and the N R A. Ample capacity to handle the war load is at once apparent. The war load is a fraction of the normal construction activity of the country. Distribution is, however, not uniform. A few localities show concentration of construction requirements sufficient to overtax the capacity of the local facilities.

Except in these localities, control, other than curtailment of non-essential construction, should not be required. Curtailment of non-war construction will be, to a degree, automatic as a result of the business, price, and wage uncertainties necessarily accompanying war. Draft of employees from elements of the industry not engaged in essential work will act as a further deterrant. The organization of the War Resources Administration provides for inclusion of a non-war Construction Section if it becomes necessary to apply additional curtailment measures. Such measures will not be initiated until required.

In the critical areas which studies have enabled us to select, control and coordination measures will be required. These will consist of

Survey of construction facilities to determine adequacy, availability, and fitness to handle war work

361

Designation of contractor for specific projects.

Publication of lists of eligible bidders for Government work

Stimulation of patriotism and enlistment of cooperation from the industry

Industrial Control Plan.

The Industrial Mobilization Plan provides for formation of the war Resources Administration which will take over measures to stimulate, coordinate and control industry. The following paragraphs outline the means to be adopted for actual contact with the construction industry. The way in which these operations will merge into the organization of the super-agency as it is formed will be taken up in a later lecture.

The control and coordination measures will be applied by means of the War Service Committee, Construction Industry. This Committee, a representative group of experts, chosen from the construction industry and having the confidence of that industry, will be called at once on M-day to meet as soon thereafter as possible.

The method of selection of the Committee will be taken up later. First, let me indicate the reason for its use.

Selection of eligible bidders, and designation of contractors for war work must be based, not only upon a survey of the construction facilities of the country, but upon accurate knowledge of the work being done by each facility at the time of emergency.

The impossibility of keeping sufficiently up to date to be of value, such a compilation of information is apparent. The use of a War Service Committee to supply this information is therefore sound.

To select the best possible Committee, contacts have been made with various prominent men in N R A., W P A., P W A., Corps of Engineers, who have had extensive work with the construction industry. The problem was explained to these men and then well considered selection of the membership of the War Service Committee requested. The actual membership is selected by careful weighing of these suggestions. Names and telegraphic addresses of the membership are recorded in the Construction annex. Periodic revision will keep it up to date

The Committee will be presented with the Army's construction program as abstracted by this office. This record shows at once the limited number of areas in which congestion and trouble are indicated. These will engage the immediate attention of the Committee. Contact with the construction industry in these areas will be established and accurate data collected. The Committee will determine how best to handle the load, which facilities are capable of doing the war work and which should be assigned to definite projects. Speed will be emphasized so that the data may be in the hands of the Assistant Secretary of War in time to be used on construction projects from operating agencies requiring clearance.

The Committee will also -

Stimulate preparation by the industry for the war load.

Encourage rapid completion or stopping of non-essential work in progress.

Inhibit bidding on, or starting of non-war projects

Later, as additional data are collected or, as conditions warrant, scope of similar service of the Committee will be widened.

Negotiation with Construction Industry.

Three types of contract form for war construction projects have been approved

The fixed price competitive contract

The evaluated fee form

The evaluated fee form for sub-contracts.

These were discussed in detail by Captain Choover in his talk on Saturday. The first form will be used where applicable and the other two where negotiation is indicated.

Selection of the contractor by competition or negotiation, making the contract, inspection, acceptance and payment, will be conducted by the operating agency (Q M G or Corps Area Commander). Plans and specifications for all construction will be prepared by the Quartermaster General

3621

Supervision by this office must be the least that will insure compliance with the control and coordination measures just described. It will consist of requiring -

- Notice of contemplated projects over \$25,000 not previously included in the approved program
- Copies of contracts let.
- Clearance of construction projects in the specified critical areas

I think that perhaps you will get a better idea of the operation of this office in time of war if I try to show you just what it is visualized as doing. I am therefore, going to quote from the Unit Plan (the revised plan by the way). The plan provides for division of the division into two sections - one for industrial contact and the other for control of Army operating agencies. I will read the duties of each.

Industrial Section

- Maintains a statistical study of Army construction requirements
- Maintains contact with the Construction Section, War Resources Administration and -
- Presents the Army construction problem
- Assists the War Service Committee on Construction in deciding what and where control of industry is needed and in the best placing of the construction load
- Attempts to foresee requirements so as to furnish immediately for the operating branches -
- Designations of contractors for negotiated contracts.
- Lists of eligible bidders
- Works up data on Army requirements for materials, labor, power and transportation in cooperation with Commodity Committee No. 8 and the Contributory Division of the Office, Director of Procurement
- Acts as office of information for contractors, engineers, architects, etc
- Hears complaints.

Control Section

- Maintains a record of Army construction-
 - Projects cleared
 - Contracts let
 - Progress reports

Clears projects with instructions from Industrial Section

Maintains contact with Requirements and Priorities Division of the Office of the Director of Procurement, with regard to construction priorities, and adjusts conflicting Army construction requirements as each case arises

Cooperates with Legal Division (O D P) with regard to construction contracts

Publishes instructions to operating agencies with regard to restricted areas, clearances required, notification of projects, reports, etc

To sum up -

This office will be the liaison between the Army operating units and the industrial control super-agencies.

It will adjust conflicting Army requirements in accordance with the capacity of industry and the priorities laid down by the General Staff.

Where Army projects conflict with the Navy or other Government agencies, it will represent the Army before the super-agency, present the Army requirements and relay the resulting decision back to the operating agencies.

Now one last word - the Navy Construction Program

Since we will not designate any construction facilities in time of peace, the Navy program will affect our plans only in our selection of critical congested areas. Obviously, an area which may appear to have ample facilities from the Army viewpoint may, because of concentration of Navy projects become congested to the point of overtaxing the available industry.

If, however, such areas are included as congested and clearance required, there should be no trouble. The Army's projects will, through this office, meet the Navy's projects at the Army and Navy Munitions Board or the War Resources Administration, and be coordinated in accordance with accepted priorities and the resulting decision relayed back by this office to the operating branches.

365

It behooves us, therefore, to maintain contact with the Navy program. We have relations with Commander Pollard and Captain Allen of the C E Corps of the Navy. To date no specific construction plan has been made. It is known that the load will be concentrated in the various yards and stations, but the amount has not been calculated. When such a plan is forthcoming our office will check its load against that of the Navy.

207

DISCUSSION FOLLOWING CAPTAIN WINSLOW'S LECTURE ON WAR TIME CONSTRUCTION

Q. In regard to division of authority in construction, I would like to attack it from the standpoint of personnel rather than from decentralization. You have the same personnel and the same requirements used in the theatre of operations as are used by the zone of the interior.

The material you get is practically the same. In the last war we had to establish a second construction division. The construction work was taken away from the Quartermaster General. Now we have a further division of authority - construction being done by the Corps Area Commander, the Quartermaster General, the Corps of Engineers, the Veterans Administration, and other Departments - twelve altogether. It would appear to me that this division of responsibility and authority and supervision of the construction in war time might result in considerable confusion, and the establishment of another division, as was done in the last war. My question is, do you think the fundamental idea of having the division of responsibility for construction in several Departments is sound and would stand up?

A. No, I do not. We are attempting to revise regulations so as to eliminate at least part of that division of authority. I think this office and the Quartermaster General's office would both like to see construction concentrated in the Office of the Quartermaster General, and taken away from the Corps Area Commanders. It is logical from the organizational point of view.

365

There is the Staff's viewpoint which is that no one has direct touch with the men but the Corps Area Commander, or a real appreciation of his needs. He knows that so many thousand men are going to arrive, and he is more likely to get a roof over their heads than the Quartermaster General in Washington, who has not a direct appreciation of their needs. I think perhaps we shall be able to get regulations to provide for elimination of this division of authority by giving the Quartermaster General responsibility for all construction, and let him exert supervision similar to that provided for his procurement of supplies. Perhaps we can settle that.

Q. How about combining all construction in one Department - and if so, in what Department?

A. I guess you want me to say something about the conflict between the Engineers and the Constructing Quartermasters. It is perfectly logical as we have it now. You have a unit which is capable of doing the work in the Quartermaster General's construction division, which has the ability to do that construction. I think the combining of construction in these two units is perfectly logical. You can visualize the same condition in the theatre of operations or zone of interior, but I don't think that is particularly worth bothering our heads about now.

The only real difficulty is in the construction being placed in the hands of the Corps Area Commander who has, in time of peace, no staff for handling it, and must build out of nothing the very complete

organization necessary to handle that work under the evaluated fee contract. You have almost to duplicate the entire cost keeping units of the Government. That requires also expansion of office forces, and the Corps Area Commander has no provision for that. In our letter which we sent out requesting these forms 101 to be filled out, we also requested the Corps Area Commanders to furnish us their plans for accomplishing a war construction load. The results were typical of just what I have been saying, as there was no real knowledge in the Corps Areas as to how they would handle the big load that would be imposed upon them in a war.

Q. Types of construction in the field of operation are slightly different from the zone of advance and the S.O.S. Isn't it just as logical to have one in the theatre of operations and the zone of interior?

A. The purpose of the Engineers is to have a division that can fight and construct at the same time. It is logical to leave it there.

Q. They took it away in the last war.

A. Yes, but they had nothing and neither did the Quartermaster. It is entirely different now. There is an officer doing nothing but working up the Quartermaster General's plan for construction. It will be an adequate plan.

Q. In connection with the War Service Committee that you mentioned, are the members notified that they are on the committee for service in time of war, or do you merely keep a list of names?

A. The majority of War Service Committees are part of the

367

Commodities Division. I only have one, and that is the War Service Committee of the Construction Industry; but we do propose to contact these individuals, not in any way giving them a tender of appointment, but merely a notification that we are considering them for this work, and get in any remarks they may care to make. I don't think we can afford to go out and appoint them as actual members; their use may be postponed for ten or twenty years. It would be well to have them know we are considering their names for this purpose. To date we have only reached the point of selecting them - not of notifying them.

Q. You spoke of a list of eligible builders. What is the basis of that eligibility?

A. One of the biggest jobs that the War Industries Board had during the war was to make surveys of construction facilities to find out who could do the work and who could not. There were a lot of fly-by-night contractors and the whole idea was to evaluate them. We expect that same condition to arise in these congested areas because there will be more work than facilities to do it. We want, in the important jobs, to say - "the Jones Construction Co. will build this loading plant". We want to select certain contractors whom we know can do the work. This list of eligible builders will prevent any confusion between the Shipping Board, the Navy and other construction organizations, and the Army.

Q. I take it that the selection will be arbitrary.

A. Yes; in the last war we got the opinions of various men, but it will be arbitrary.

260

Q. I think we are all agreed that the Corps Area Commander is the one who knows the job best on M day, and who should have the right to say what camps will be built; but I am not clear as to what personnel he will have to carry out that work. Would the Corps Area Commander entirely supervise that work? Would the construction division have nothing to do with it? If the Corps Area Commander is not going to do it in peace, he will not have any organization to expand to do it, and it seems to me that the best system would be to have a representative of the Construction Quartermaster in each Corps Area who could go ahead and do that constructing. If that is not being planned how does the Corps Area Commander expect to do it?

A. Under the regulations he is charged with it. You must presume that the Corps Area Commander is going to get the best man to do it, and if he can not find an adequate man he will request the Construction Quartermaster to let him have a man. Most of them state they expect the man in charge of the Office of the Corps Area Quartermaster to handle the contracts. He is not the proper man; he is a supply man. There is nothing that says who shall be appointed by the Corps Area Commander as Construction Quartermaster for the job. It is to be assumed he will pick the best man.

Q. What is the basis of war time construction as to total requirements?

A. The 1933 Mobilization Plan.

Q. Are there any plans for lesser concentration?

361

A. Some plans were worked up in some of the branches under the previous mobilization plan, but except for these that may be in dead files there are none such. We are planning for a maximum effort.

Q. Will you outline the manner in which the procurement of material for buildings and the construction of buildings would be carried out in a Pacific campaign where we were required to build possibly on some of the islands? Who would provide the material and carry out the construction? Would it be the same organization?

A. Our plan is for a defensive war. If we are going into an offensive war there will be a similar situation to that in the World War - numerous embarkation points, and it is not my job to figure out how that will be handled.

So far as procurement is concerned you will have duplication in that the Corps of Engineers will be charged with the procurement of constructional materials in the theatre of operations. If the war is in the Philippines and we are building in Honolulu, that procurement will be made by the Quartermaster General. He will put the stuff on the boats and take it where it is needed. As to the place or agency from which he is to procure construction materials, we have Commodity Committee No. 8 which is charged with the proper planning for procurement of construction materials. They will eliminate any conflict which might appear in the lumber market and tell the Quartermaster General where he is to procure it. When it arrives on the site of construction the Construction Quartermaster will advertise for bids, let the contracts, inspect the work, and make the payments.

370

Q. Does the construction division use the procurement zone setup in any way whatsoever?

A. No.

Q. Since you are not going to select construction facilities until after M day and you are going to call this committee in from civil life, about what time do you figure it would take to provide shelter for a two million man effort after M day? These men are going to be getting in rather rapidly.

A. I don't know how long it will take to get work started, but I can perhaps give you some idea. We propose to call the War Service Committee members by telephone and telegraph, and have them here right away. We have also worked up on maps the Army construction program for each of these areas. The War Service Committee will present the problem to them and say, "Who is the best man?".

A properly informed committee which has representation from this area should be able to answer that with perhaps only telephonic inquiry in the area. We expect to get a decision within a day or two. It takes some time for the operation agencies to get the contracts up and ready to go. We expect to have the designation of the contractor ready so that we can get the thing back to them without delay.

By reducing our supervision to the absolute minimum we should not hold up the operating agencies in any way. The question of how long it will take them to get the contract started - that depends on the ability of the contractor.

Q. Isn't it true that the present intention is to use available facilities for troop shelter, and that might reduce the time?

371

A. That is part of the regulation. We found from the submission of the forms 101 that there is not as much available shelter as was originally thought. It provided for use of armories, and Government warehouses, but it was not such a good idea after all. We have very few uses of existing shelter shown on form 101. By far the larger portion is new shelter.

Q. Do you have a list of contractors on whom the services are going to depend for their construction work?

A. No. I think you have in mind a situation such as this: The Du Pont Company has actually under its control construction agencies. If we want to construct a loading plant we would go to the Du Pont Company and ask to use their services. We do not foresee any difficulties there. A properly selected War Service Committee will be aware of these contacts and will certainly appoint agencies which are in the habit of doing work for the Du Pont Company.

Q. The Glenn Martin Company has a ten million dollar plan for expansion. Would not they be in better condition to do it?

A. Yes, provided that it is necessary. We have three types of construction:- That to be done for mobilization, that to be done by the Government for production or procurement, and that to be done by civilian agencies for procurement. For instance, construction on Frankford Arsenal would be Class B construction; Class C would be enlargement of the Glenn Martin plant by that company. If the company is willing to make that enlargement and they can be reimbursed for the expense we will let them go ahead and do the actual construction.

372

As Baltimore is one of the congested areas, we will require references from them in order to be sure that the contractor which they select is not interfering with perhaps some more important work.

Q. In the allocation of ship building facilities how are the interests of the Shipping Board taken care of as compared to those of the Navy?

A. That is not a construction facility as we term it. I am going to let Colonel Skelton answer that. We do not even recognize the term "allocation" in construction.

Colonel Skelton. All ship building companies that the Navy wants will be given them.

Q. Did I understand that this War Service Committee is to have control of the apportionment of these jobs to manufacturers?

A. No. It is purely advisory.

Q. Control rests with the Government?

A. It rests with the War Reserve Administration which will use the War Service Committee as advisory.

Q. With regard to the trouble we had during the World War - It first started with the War Service Committees which represented industry when they started to put in control measures. They found they had to separate the people who were exercising actual control from the activities of the War Service Committee. I was afraid that the impression had been left that the War Service Committee of the construction industry would have the power to say, "John Jones can get this contract and Bill Jones another".

372

A. The War Service Committee is an agency to advise - that is, to act in an advisory capacity to the super-agency or War Resources Administration.

Q. Please give the class some idea of this by areas.

A. We have only four Corps Areas completed. The 1st Corps Area has no construction problem. The 2nd Corps Area has considerable congestion - congested areas in Philadelphia, Delaware, and New Jersey where an enormous amount of construction is concentrated. In the 3rd Corps Area there is only one from the Army view point - Baltimore, where we have Edgewood Arsenal, Curtis Bay and Ft. Meade. There may be another congested area in the vicinity of Norfolk due to the Navy activities, but so far as the Army is concerned it is not congested. The 4th Corps Area has no construction problem whatsoever. The construction jobs which are to be built are not big and are widely separated.

Q. What is the present status of actual plans and specifications for this construction work? I presume there are no plans for Class C work.

A. There are some plans and specifications, but they have been obtained from various construction facilities, like Glenn Martin Company for instance. So far as the Quartermaster is concerned, he is still working on mobilization construction, that is, plans for cantonments, processing buildings, hospitals and barracks. I can't say what the status is - neither do I know what has been completed. It is Class A construction.

574

Q. It is intended to build them so they will be completed on M day?

A. It is hoped that we will be ready on M day with plans and specifications for every project.

Q. Is there any agency which has made an effort to coordinate the various plans and put them in such shape that you can determine accurately what the plan of mobilization is going to be, and whether the furnishing of commodities and structures is going to be in step with the speed with which you can mobilize and train forces? You ordinarily keep progress of that kind by means of a Gantt chart.

A. I have not mentioned to you that the reason the Office of G-4 postponed its approval of the forms 101 - submitted by Corps Area Commanders - was to do just that - to see that the construction plans were such as to meet the mobilization plan. They decided the data were not sufficiently complete to check the construction projects against the mobilization plan.

Q. Do I understand you that the Quartermaster General is charged by statute with the responsibility for all construction except fortifications, and that by virtue of regulations and policies the War Department disregarded that statute and delegated the Engineer Corps to make all construction in the theatre of operations? What legal means would the Quartermaster General have of defending himself?

A. I don't know.

375

Colonel Scowden: I have heard a number of talks on construction from this platform, and it seems to me that Captain Winslow has given the most understandable I have heard.

Colonel Harris: I subscribe to what Colonel Scowden has said. The status of construction has been a source of discouragement in the Planning Branch for a number of years. The immensity of the problem and the division of responsibility has made it difficult to grab hold of it, and the temptation has been to back away from it. This committee is created by War Department order for the purpose of clarifying this situation. The membership is capable of doing it. Colonel Hartman has had ^{the} most intimate experience in construction of anyone on the active list of the Army. Major Glandon of the Quartermaster Corps is charged with, and is putting full time on the plan. Captain Winslow, who is in charge of the Construction Division of the Planning Branch, is the third member, so we have on this committee three men who not only should be qualified but who are charged with the responsibility of accomplishing it.

In reference to the War Service Committees discussed, that same relationship of War Service Committees is going to apply throughout industrial control. Right now industry is not perhaps the most popular element of our national life, but in war time it becomes the fair haired child, and our Government is going to have to depend on it. The War Service Committee is a representative body from industry having its interests at heart. On the other hand we have the Commodity Committees who have not the interests of industry at heart, but the interests of

of the Government. We expect the War Service Committees to act in the interest of industry and the Commodity Committees to safeguard the interests of the Government. The Commodity Committee is charged with all decisions; the War Service Committee is purely advisory, but their advice is from people who know. From the emphasis that has been placed on this construction problem we are hoping for some material progress.