

Pr32.4806:P94

**OFFICIAL
Plan Book**

WAR PRODUCTION DRIVE

WAR PRODUCTION BOARD

Washington, D. C.



The U. S. Army . . . The U. S. Navy
Maritime Commission . War Production Board

THE WHITE HOUSE

February 27, 1942.

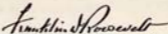
DONALD M. NELSON, *Chairman,*
War Production Board.

Dear Mr. Nelson:

The months just ahead are the critical months of the war. Victory depends in large measure on the increased war production we are able to get from our factories and arsenals in the spring and summer of 1942. What has been done so far must be exceeded. This is total war. We are under fire—soldiers and civilians alike. No one is a spectator; we are all belligerents. To win we must fight.

The urgency of tomorrow must be felt in every shop and factory producing war goods, in every home and on every farm. Then we shall achieve the vigor of thought and cooperative action that carries a team to victory.

I therefore direct you to take every possible step to raise production and to bring home to labor and management alike the supreme importance of war production this crucial spring.


FRANKLIN D. ROOSEVELT.

WAR PRODUCTION BOARD

WASHINGTON, D. C.

February 28, 1942.

To the War Production Drive Committee:

The President of the United States officially launched the Production Drive on February 27.

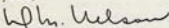
Yours is one of the American plants designated to participate. The President's production quotas (45,000 tanks, 60,000 planes, 20,000 antiaircraft guns, 8,000,000 tons of shipping) must be met. They must be *topped*.

You have been selected to guide this great drive in your plant. It's your job. Yours, and the job of every other man and woman in your plant.

The Official Plan Book presents a straightforward production plan which is geared to practical engineering potentialities.

Study the plan. Start putting it to work today. Your country is counting on you.

Very truly yours,



DONALD M. NELSON.

GET STRAIGHT ON THIS WAR

This war is like no other war of history. In other wars, men, using weapons, did the fighting. In this war, machines, using men, do the fighting. And the side with the most and best machines will win.

So far the enemy has the most machines. That's why our side, brave and resourceful as the men are, is at a disadvantage.

We're now working desperately to catch up quickly by producing quantities of machines. Unless we do catch up quickly, we face defeat.

Production . . . industrial efficiency . . . invention . . . these are the American game. We've always been far and away ahead of the rest of the world. Right now we're losing battles and lives because Germany and Japan are playing our own game. And that ought to get under the skin of every American.

The only way we can get back on top is to throw *everything we've got* into war production *immediately*. There aren't enough plants, machines, workers, or materials to make both civilian goods and war goods. So production of civilian goods must, in large measure, be set aside.

This is bound to upset the lives of many people. Jobs may stop while machines and plants are being changed over. Workers may have to pack up and move to new jobs. As there aren't enough people who know how to do a lot of essential jobs, those who do know will have to work harder. Others must learn quickly.

The War Production Drive is not an occasion for personal quarrels between groups and factions. Most citizens are not only aware of this but also alert to the war problems confronting the Nation. We need all our time and energy for the one big fight. If we lose that big one, all the small ones will be automatically lost by all of us.

You can't have business as usual, jobs as usual, life as usual, no matter how hard you try. Real Americans, patriotic citizens, won't want to.

As an efficient and fair method of effecting the President's directions, "to bring home to labor and management alike the supreme importance of war production," Donald M. Nelson, Chairman, War Production Board, has invited the formation of Management and Labor Com-

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—President Roosevelt.

mittees for the War Production Drive in plants producing war material.

The members of the joint management-labor committee have the job of making that clear to every person in your plant. You can do it quickly, making full use of each tremendously important hour, realizing that the battles of 1942 cannot be won with equipment made in 1943. This is our *critical* year.

GET STRAIGHT ON THIS DRIVE

Donald Nelson says:

The War Production Drive is a voluntary effort. Its success is up to the men and women, labor and management in the plants.

The plan provides for joint committees representing labor and management in each plant to stimulate war production.

This drive is designed to increase the production of weapons now and not to further the special interests of any group. It is not a plan to promote company unions. It is not a device to add to or to tear down the power or position of any union. It does not interfere with bargaining machinery where it exists or undertake the functions of such machinery. It is not designed to conform to any plan that contemplates a measure of control of management by labor.

It does not put management in labor or labor in management. It is not a management plan, a labor plan, or any other plan. It is the War Production Drive plan. It is a perfectly simple, straightforward effort to increase production.

The plan calls for greater plant efficiency through cooperation. That means if anyone has a suggestion as to how we can do our job faster and smoother, that suggestion must be passed along to where it will do the most good—the most good for our country and for free men and women everywhere.

In 1942 we must produce 45,000 tanks, 60,000 planes,
20,000 antiaircraft guns, 8,000,000 ship tons

GET STRAIGHT ON SHORTAGES

The joint management-labor committee may find that shortages of critical materials or of equipment are responsible for production lags. In such cases the Plant Committee should provide adequate explanatory information to the plant force.

The facts of the matter are that our demand for critical materials has increased enormously, because this is a war of materials and we have been cut off from many of our sources of supply, such as the Far East. There has been a great increase in military demands, a decrease in the available supply, plus a steady rise of consumer buying power.

Specific press releases and pamphlets dealing with shortages may be obtained from War Production Drive Headquarters.

DUTIES OF THE MANAGEMENT-LABOR COMMITTEE

War Production Drive

Government officials have explained the function of joint management-labor committees at meetings throughout the Nation. War Production Drive Headquarters will give further information and assistance when necessary. No call from a Government man is necessary to begin this drive. This is a voluntary wartime program; go ahead on your own.

Make sure that this joint committee truly represents both management and labor. Forming a joint committee is a plant problem. Many plants are going about it in this way: Management selects its representatives and the employees select theirs. If in any plant there is a union (or unions) recognized for collective bargaining purposes, their representatives should sit down together with management and work out

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the establishment of the joint committee. As soon as management and labor representatives have formed a joint committee, go right to work on the Drive in your plant.

Have the committee study the plan here presented and adapt it to the local problems and conditions or to activities already under way. The success of the plan depends upon the initiative of the members of the plant committee. It will be helpful, however, if the basic principles are followed by the committee. It will also be helpful if your committee maintains contact with the War Production Drive Headquarters, War Production Board, Washington, D. C., so that proper recognition of effective efforts of the committee may be made.

This War Production Drive is not a publicity campaign, is not a short-term drive. It will continue for the duration. It is a joint effort on the part of Government, management, and labor to increase and accelerate the production of war materiel until complete military victory has been won by the United Nations.

As soon as the committee has been set up and has become acquainted with its responsibilities it should undertake the following duties:

1. Appoint necessary subcommittees.
2. Arrange for the erection of a production scoreboard. (See page 10.)
3. Pay attention to plant efficiency. (See page 8.)
4. Arrange for handling suggestions. (See page 9.)
5. Set up bulletin boards and arrange for posting special communiques and other material. (See page 14.)
6. Establish a method of production news distribution. (See page 18.)
7. Establish a subcommittee on posters which will survey the plant for suitable locations. Advise War Production Drive Headquarters, War Production Board, Washington, D. C., how many posters you can use. (See page 20.)

**In 1942 we must produce 45,000 tanks, 60,000 planes,
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8. Start a slogan contest. (See page 16.)
9. Devise a method of informing all subcontractors and suppliers about the War Production Drive. They get further information from the Production Drive Headquarters, Washington, D. C.
10. Prepare and submit as soon as possible a report of progress addressed to the War Production Drive Headquarters, Washington, D. C. (See inside back cover.)

IMPORTANCE OF INCREASING PLANT EFFICIENCY

Boosting production isn't just a matter of enthusiasm. A big part of the job is using tools, machines, and manpower as efficiently as possible. All individuals and groups must undertake a critical self-examination of their war efforts.

Every plant can do more to increase machine and tool utilization. Every plant must. Hitler won't wait for us to build all the new tools we need, so we must use what we've got.

Close attention should be given to such problems as:

1. Taking care of tools.
2. Preventing breakdowns.
3. Cutting down accidents.
4. Good lighting.
5. Maintenance and repair.
6. Adapting old machines to new uses.
7. Cutting wastage.
8. Breaking production bottlenecks.
9. Using every machine to the fullest practical extent.

These are just suggestions and you will probably have to adapt them to your own plant. Management wants to increase war production, and workers want to help to this end. Many plants in the country can get more out of their existing machines. Therefore the joint commit-

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tee should feel free to make recommendations on such problems to management, which should seriously consider them.

The Government will make available, upon request only, further general ideas and suggestions for fuller utilization of existing tools and machines. It must be recognized that applications vary in every plant.

HAVE A SUGGESTION BOX

Lots of people in a plant have ideas for boosting production. So the joint committee should arrange to obtain good suggestions. One of the devices frequently used is the Suggestion Box. If a Suggestion Box is adopted, over it put a sign like this:

IDEAS FOR UNCLE SAM

"If you have any ideas which will boost production, write them out and put them in here. Sign your name and department. If you can think up better ways to use tools or machines which will give us more production sooner, the Nation wants them now. This is your chance to help Uncle Sam win your war. The best ideas will go to Donald Nelson, War Production Board, Washington, D. C."

Put a pad and some pencils beside the Suggestion Box. Print or stamp the plant name on each page of the pad for identification. The Plant War Production Drive Committee should be empowered to look over the suggestions once a week. Any ideas that look good should be tried out right away. Men who make the best suggestions should be given credit in notices on the bulletin board or in the plant bulletin.

Then—and this is important—the Drive Committee should send the best practical ideas to the War Production Drive Headquarters, War Production Board, Washington, D. C., and mark the envelope "Production Drive Suggestions."

This is serious business. Take it seriously.

In 1942 we must produce 45,000 tanks, 60,000 planes,
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All ideas received in Washington will be sifted by technical experts, and the best will be circulated to war plants.

Men and women who work with machines have good ideas. We need every good idea we can get. Put the Suggestion Box to work.

PRODUCTION CHARTS

It is important that every worker know what the plant production quota is. Work out a dramatic way of keeping the whole plant informed about production progress.* Here are some suggested production charts or scoreboards which you may build.

** You don't need to use unit figures. Use indices or percentage figures.*

This is a chance to use your ingenuity. Get some of the people around the plant to sail into the job of making these charts.

The charts or scoreboards will show the plant quota. It is important for every division, every unit, and every shift to know just how it is doing. The committee should provide for some type of quota chart for each of these units.

IMPORTANT:

The Committee should designate someone who will bring the chart up-to-date at the end of every shift.

Illustrated on the next page is a blackboard with Hitler, Mussolini, and Yamamoto drawn in chalk. Mark off the board in 10's, and as your production reaches each 10 percent nearer quota erase the chalk drawings along the appropriate strip. When 100 percent is reached, the three figures will be completely erased. Ring changes on this theme as the weeks or months go on. Offer prizes, if you wish, for usable "gags" for your scoreboard.

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Overleaf is a puzzle which may seem complicated as shown but is really simple. Have a large board made up with the yelling-Hitler drawn on it and mark it off into 100 squares. Each square represents 1 percent of your production quota. The hanging-Hitler should be drawn on a board of equal size and then cut into 100 squares. As each percent of the quota is reached, cover a square of the yelling-Hitler board with a corresponding square from the hanging-Hitler board. When 100 percent is reached the yelling-Hitler will be completely covered by the hanging-Hitler. The pieces of the puzzle should be numbered on back to allow the proper places on the yelling-Hitler board to be found easily.

Important: The 100th piece should be the one on which the rope is drawn so that will be the last to appear.

Also important: The puzzles should be made in bright contrasting colors; as a suggestion, yellow for the yelling-Hitler board and red for the

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pieces that will cover it. But choose whatever bright colors you want, and, in fact, don't follow this puzzle sketch exactly if you have better ideas. Think up new ideas for each quota period.



"To raise production and to bring home to labor and management alike the supreme importance of War Production"

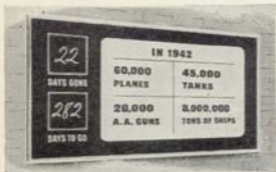
—President Roosevelt.

EVERY MINUTE COUNTS!

"We have but 10 months to go—304 days—in which to strengthen our striking power to a point where victory can come within our grasp. Think for a moment of 304 days—304 days out of three score years and ten—the life of a man. In the lives of men now living, those 304 days immediately ahead can shape the whole course of history for a thousand years."

Donald Nelson, Chairman of the War Production Board, said that to the people of America on Monday, March 2 . . . 304 days. . . . But there no longer are 304 days. Many of them already have been lost to us, irretrievably, never to be given back. Time is that way.

Nobody in your plant should be allowed for one minute to forget the terrible urgency of time.



Here is a suggestion for a display board which will be a constant reminder that the days are slipping by and these production goals must be met. Have something of this sort painted in bright colors and hung conspicuously in your plant. The backgrounds for the "Days Gone" and "Days to Go" can be made of blackboard or slate. The numerals should be marked up in bright-colored chalk and changed daily.

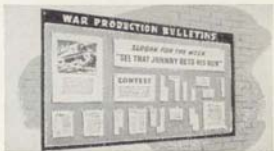
In 1942 we must produce 45,000 tanks, 60,000 planes,
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PUT UP A WAR BULLETIN BOARD

If your plant doesn't have bulletin boards, put big, well-lighted ones where people can't miss seeing them.

Have this sign in prominent letters at the top:

WAR PRODUCTION BULLETINS



Should your plant already have adequate bulletin boards, simply put the sign, "War Production Bulletins," on each one.

Use your bulletin boards for posting such items as these:

1. Every day that your production quota is exceeded, say so on the board.
2. Put up notice of all contests concerning the Production Drive.
3. Post all winners of these contests.
4. Put up all important letters from the War Production Board.
5. Post notice of any special award or recognition to anyone in the plant.
6. Make mention, by name and job, of any worker who gives helpful suggestions that increase plant efficiency.

Be sure to change the stuff on this board regularly. Keep it fresh!

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IMPORTANT: The Army and Navy are providing facilities whereby *performance* pictures and accompanying action communiques will be supplied as often as developments warrant for posting in war plants. These communiques are to show the men who made the materiel or parts of it how that weapon performed in service. The plant making the equipment will be identified.

BUILD AN INFORMATION STAND

The family of every man in your plant has a direct interest in the success of this drive and should be in on it. *Printed matter should be distributed economically to all workers, which they can and will take home.*

The best way to make such printed matter easily available is to set up an information stand.

This stand should be located near the plant's principal exit or exits.

Suggested Plan for Information Stand



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There should constantly be on hand stocks of bulletins which report progress, as well as special booklets which will be provided on request, by the Government, on the war. If the plant publishes, or can publish, a bulletin on work progress, this also should be kept at the information stand.

And, a word of warning . . .

On every stand should be some such sign as this:

"Take this home. Don't throw it away!"

SLOGAN CONTEST

Slogans help speed the Production Drive.

Start a contest for slogans in your plant. Make everyone in the plant, together with their families—their wives, youngsters, parents—eligible.

Offer prizes, the more the better. A man's devotion to his duty in this crisis cannot be measured in dollars.

Appoint a committee of judges. Many like to get outside people for this—a newspaper man, a writer, an advertising man, a school principal or college instructor, etc. Contestants should be advised to keep their slogans short, certainly not longer than 10 words, preferably 5 or fewer. For instance:

"Time lost means lives lost."

"The war won't wait for the weapon that's late."

"See that Johnny gets his gun."

Don't keep the contest going too long. Start it on Monday, close it on Friday, announce the winner on Saturday night at some large gathering.

And be sure to send the winning selections to War Production Drive Headquarters, War Production Board, Washington, D. C. A slogan from your plant may be used all over the country and become part of the history of this war.

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PUT STICKERS ON YOUR MACHINES

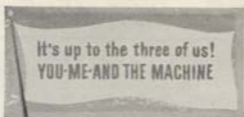
Some workers, let's hope all, may want stickers to put on the machines and tools they work with. Here are some suggestion stickers. Get them made locally. Get them on the machines!



- *Every Time You Twist a Nut, Think of Hitler*
- *I Put the Screws on the Axis*
- *It Depends on Me*
- *First-Class Fighting Machine*
- *War Machine—Fighting the Axis*
- *The Next One's for You, Hitler*
- *In Action*
- *Go 'Way—I'm Busy*
- *War Weapon*
- *I'm Doing a Job for Some Guys in a Fight*
- *It's Up to You and Me*



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- *We've Got a Job to Do, Buddy*
- *We're in This Fight*
- *War Machine—Working for Freedom*
- *I'm Working to Free the Slaves*
- *There'll be No Slave Labor HERE, Hitler!*
- *It's Up to the Three of Us! You—Me—
and the Machine*
- *This War is Keeping Me Busy*

SPREAD THE NEWS

It's important to keep all the people in the plant informed about the Production Drive.

That's one of the Committee's big jobs. Tell them how the Drive is going in your plant. Tell them how it's going in other local plants. Tell them how it's going all over the country. Tell them how the stuff they're making is behaving in battle.

How do you spread news? Several ways.

The Bulletin Board
The Information Stand
Pay Envelopes

But these aren't all. If you haven't a plant bulletin, start one. It won't cost the committee much, and it will do a lot of good. Talk to a local printer for costs and advice. If printing is too expensive, get hold of a multigraphing company, or arrange to have the whole job done in the plant. The committee can select an editor. He can choose his staff. If he's entirely inexperienced, let him get in touch with the local newspaper editor, who will advise him.

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A public-address system is another excellent means for spreading news. If the plant has one, fine. If not, consider installing one.

Ask the War Production Board for recordings telling how war equipment is performing in the field. These recordings should be played over your public-address system. They should also be used as source materials for your bulletin boards and plant bulletin.

SHOW THEM WHAT THEY'RE MAKING

Maybe your plant makes only a part of a plane, tank, ship, gun, or other machinery necessary for war. Maybe some of the people have never seen the finished product they work on. Show it to them. Get photographs of the finished job. Then have your own photographer enlarge these photos to giant size. Address requests for photographs to War Production Drive Headquarters, War Production Board, Washington, D. C. Display them prominently with captions such as these:

Here's What You're Making!
Here's What It Does!

If possible, arrange your display so that the families of the workers can see the finished weapon.



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USE OF POSTERS IN THE PLANT

Reproduced here are posters to be furnished you shortly by the Government. They should have full display throughout the plant. A poster is only as good as the number of people who can see it and read it easily.



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Arrangements should be made for effective display of posters in each department of your plant.

The poster size is 28 $\frac{1}{4}$ inches by 40 inches. Write to the War Production Drive Headquarters, War Production Board, Washington, D. C., and tell us the number of each you can use.



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COMMITTEE ON TRANSPORTATION

Pool Auto Rides Save Tires

Your committee should start some "pooling" plan so that the workers can take turns in driving cars to work. Here are a few suggestions your committee might adopt to put such a plan into effect.

Suggest that a few of the men who live in the same neighborhood get together and rotate the use of automobiles. Keep the arrangements businesslike.

Pass the idea along in the plant and post notices on the bulletin board. A "car club" with three or four men to a car will pay dividends and save rubber and gasoline.

CARRY THE MESSAGE TO SUBCONTRACTORS AND TRAINEES

You won't want to sit back with a good job done just within the four walls of your own plant.

The chances are that some of the materials your plant uses come from subcontractors. Of course in a drive as big as this all the plants busy on war production couldn't be enlisted the same day. So your Government asks you, the committee, to inform your subcontractors on the drive.

And don't forget the people who are now in training! In a matter of weeks they'll be in the plant, a definite factor in the success of your part of the Production Drive. Get them in it now! Keep them informed! Make them part of it!

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MAPS AND PERFORMANCE COMMUNIQUES

The War and Navy Departments plan to issue official communiques describing the performance, in action, of military equipment.

Communiques such as the following can be sent to you:

Flying through heavy tropical storms, Boeing bombers smashed at Japs again today. The action is told in this dispatch from Bali:

"A heavy storm was in progress when three flying fortresses took off to attack a Japanese invasion convoy. Lt. P. L. Mathewson, in one of the fortresses, lost contact with the other planes. When he came out of the storm he sighted three enemy transports trying to land troops on the coast. He radioed the other two bombers the position and let go with all his bombs. He scored a direct hit on one of the ships."

You who helped build those planes are as important in that victory as the pilots. Their performance proves that American men and management build the best planes in the world. Keep up the good work and our pilots will keep on smashing enemy ships.

United States pilots flying Curtis P-40 Fighters are getting tough assignments over the Netherlands Indies. Last week 16 of them intercepted 25 heavy Japanese bombers and 2 fighter planes over Java. Our pilots destroyed 5 of the enemy bombers and 1 fighter. We lost 1 plane, but the pilot parachuted to safety. Nine other Curtiss Fighters intercepted 6 Japanese pursuit planes over Java, shooting down 4. Then they kept right on to a Japanese-held air field in Sumatra and, despite intense antiaircraft fire, bombed installations there. All returned safely to their base. Credit for these operations must be shared by you men and women who helped make these planes. You keep on giving them to us and we'll keep on fighting them.

The War Department has just been informed that a single British brigade in Libya equipped with U. S. M-3 tanks halted for an entire day a combined attack of two German panzer divisions with bigger and more heavily armored tanks. A German officer captured during this desert battle declared that the effectiveness of the M-3 brigade was unprecedented in German army experience. You soldiers of production can be proud of your part in this battle. You keep them coming and we'll keep them fighting.

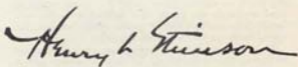
When you get these reports, you determine if anything made in your plant, even down to a small part, is mentioned as having seen action. Circle the location of that action on your map and have a ribbon or other marker leading from the circle to the communique which you have posted alongside.

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Secretary Stimson says:

I speak, I am sure, for every man in the Army when I say that we consider this Production Drive the most important civilian project in America today.

Every day, every hour gained in speeding weapons to our men means hundreds and thousands of lives saved.

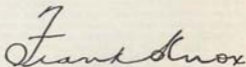
A handwritten signature in cursive script that reads "Henry L. Stimson". The signature is fluid and elegant, with a large initial 'H'.

SECRETARY OF WAR

Secretary Knox says:

The quicker this war changes from defense to offense, the quicker we will win it. And the quicker we win it, the more of our sailors and soldiers are going to come back to America alive.

For these simple reasons, I believe that the importance and the imperativeness of the Production Drive cannot be overemphasized.

A handwritten signature in cursive script that reads "Frank Knox". The signature is bold and expressive, with a large initial 'F'.

SECRETARY OF THE NAVY

Emory Land says:

Our fighting men *must* have more things to fight with, fast. And the only way we can get it to them is in ships, more ships, still more ships. This is a war of transportation in which men, material, and equipment must be carried over great distances.

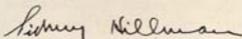
All this places a tremendous responsibility upon the men and women in America's factories and shipyards. Victory is up to them.



ADMINISTRATOR,
WAR SHIPPING ADMINISTRATION

Sidney Hillman says:

We of labor have a supreme responsibility in this production war. American labor knows what is at stake for this Nation, for all free men, and for all mankind. Labor has pledged itself to see the job through—to turn out guns and ships and planes and tanks speedily, efficiently—on time and in quantity enough to guarantee victory for our armed forces.



LABOR DIRECTOR,
WAR PRODUCTION BOARD

REPORT YOUR GOOD WORK

Report Within Two Weeks

The War Production Board is keenly interested in the job you, the members of the Committee, are doing. So that proper recognition of the effective efforts of your committee may be made, below is a form on which you can make your report. Check the things you've done and the date on which each job was completed.

Report to

WAR PRODUCTION DRIVE HEADQUARTERS

WAR PRODUCTION BOARD

Washington, D. C.

Name of company _____

Address _____

Nature of product _____

Number of employees _____

JOB

DATE

Organization of Management-

Labor Committee..... _____

Formation of Subcommittees..... _____

Bulletin Board Put Up..... _____

Information Stand Put Up..... _____

Poster Sites Selected..... _____

First Poster Up..... _____

Stickers Distributed..... _____

Slogan Contest Started..... _____

Public Address News Started..... _____

Slogan Contest Completed..... _____

Production Chart Put Up..... _____

Sound Effects Inaugurated..... _____

Carried Plan on With Subcon-

tractors _____

Carried Plan on With Trainees... _____

Remarks _____

Chairman _____

Mailing address _____

Signature of each member of the committee:

WAR PRODUCTION DRIVE HEADQUARTERS

WAR PRODUCTION BOARD

WASHINGTON, D. C.

—
OFFICIAL BUSINESS

PENALTY FOR PRIVATE USE TO AVOID
PAYMENT OF POSTAGE, \$300