

# THE FAMILY TREE

Published by Potlatch Forests, Inc.

Vol. VI

Lewiston, Idaho, April, 1942

Number 7

## WE ARE IN THE WAR

★ We are in the middle of a long hard war. It is a war which is being fought against experienced armies which are equipped with the best that can be had. It is not the kind of war we can fight in our spare time.

The lumber industry is one of the few in the United States which overnight tremendously increased its output and met the demands of the high-pressure and high-speed war program without formal urging and "prodding" by the government. What more can you ask of an industry?

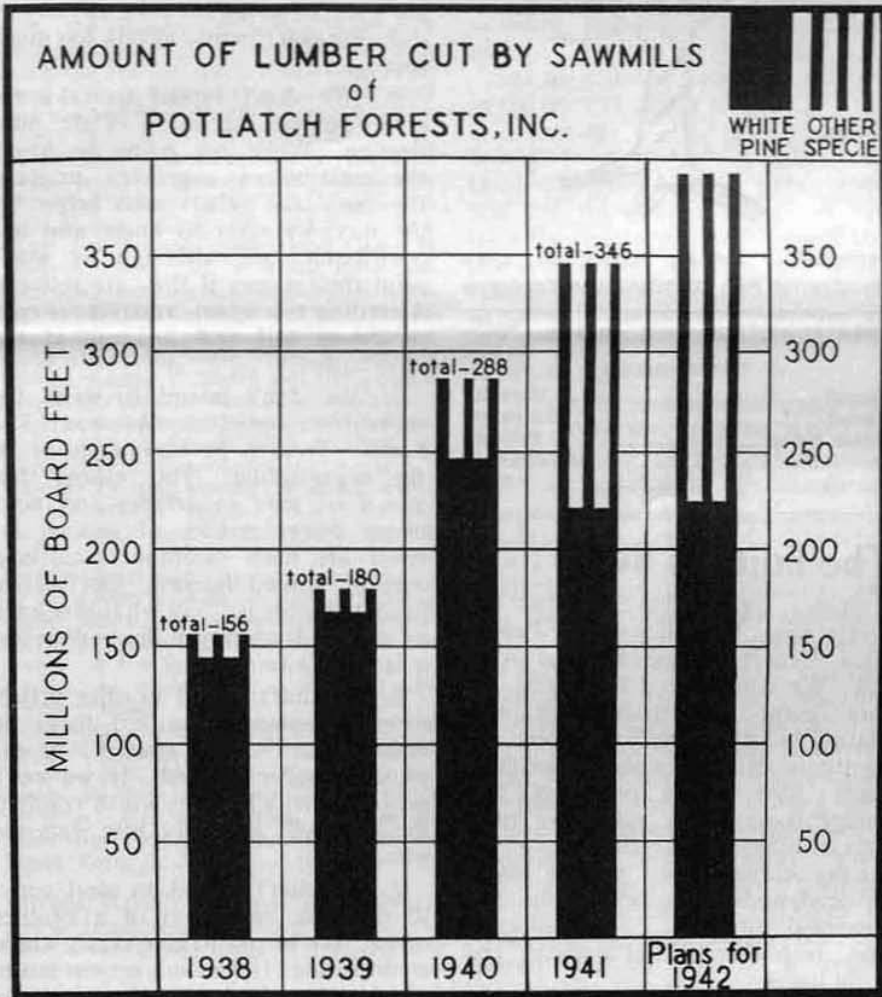
Approximately 90 per cent of the lumber produced by Potlatch Forests, Inc., in recent months is going into war work. Its products, employed to provide troop housing, war plant construction, flying fields, naval bases, fortifications, shipyards, ammunition and supply depots, hospitals and recreation centers, not to mention ships and planes, ports and barges, make the American armed forces the best equipped in the world, not only on the continent, but at American outposts in Alaska, Hawaii, Panama, and the Caribbean, the North Atlantic and Ireland and in the far Pacific.

Today we have a plea for 833 thousand feet of lumber for an airport. From the east comes a request for 500 thousand feet of white fir to create airplane propellers. There is another urgent order from arms and powder companies for about eight million feet of additional lumber for ammunition and powder boxes.

The knowledge that our products are needed in the war is equal to a formal request from the government to supply the need. You can bet your last dollar that the resulting production increases will be made without a hitch. You and I—all of us—are tackling the most important job in our lives. Working on the production line is as necessary in winning the war as standing on the firing line.

From now on, nothing short of total effort and the greatest of sacrifices is going to be enough. Legislation pend-

AMOUNT OF LUMBER CUT BY SAWMILLS  
of  
POTLATCH FORESTS, INC.



ing in Congress places a strict limitation on profits. There are those who might think it "smart" to cut only enough lumber to make a small profit and then take it easy on the sidelines and save our trees for happier days. WE DON'T FIGURE THAT WAY. That idea does not fit our policy of total WAR effort. We intend to produce all the lumber the government asks of us, NOT LESS.

In 1940 we produced 288 million feet of lumber, in 1941 346 million. Now we are planning on 394 million WITH 90 PER CENT of it going to the government. Can we do it? You bet your life we can. If each man will take his own present war effort seriously, will try to realize how important our products are to our fighting men,

and will think about how hard it will be to secure and train a man to take his place, we shall have no trouble in holding the crew with which to do our big job.

This is a job for each of us and for all of us.

The men who have left us to pack a gun and go to far places to fight our battles, expect us to stay in the jobs we are trained for, produce the materials they need and back them to the limit. They don't expect us to get itchy feet and start running from one temporary construction job after another chasing rainbows of overtime and big pay. WE CAN'T LET THEM DOWN!

C. L. BILLINGS,  
General Manager.

## THE FAMILY TREE



Published by Potlatch Forests, Inc., Once  
Monthly for Free Distribution to Employees

Editor ..... E. F. Rapraeger

## Correspondents

Vacant ..... Rutledge  
Vacant ..... Clearwater  
Mable Kelley ..... Potlatch  
Carl Pease ..... Headquarters  
Vacant ..... Bovill

## The Editor's Bible

Several people have inquired recently about the policy of *The Family Tree*. Here it is in one-two-three order:

1. We don't intend to preach, lecture, point with pride, view with alarm, or propagandize. There are plenty of Sunday school superintendents, high school professors, and gabby congressmen who have more time available for this than we do. We are not selling religion, politics, advice to newlyweds, or other highly controversial subjects . . . but information, helpfulness, entertainment, and friendliness.

2. We don't intend to suit our own convenience as to date of issue. The absolute deadline for copy is the last day of the month and for photographs, five days earlier. Don't wait until the last minute or space may be gone. *The Family Tree* will come from the press during the first ten days of the following month if it is humanly possible to do so. If we don't have a deadline people will think that that is the way the company handles all of its business.

3. We don't intend to ape newspapers, the Police Gazette, True Story magazine, or lumber trade journals. We are going to try to provide material which cannot be obtained elsewhere; or, if elsewhere, in more understandable form. *The Family Tree* will not be edited with the scissors and

paste pot and filled with stale items that you have read half a dozen times elsewhere.

4. We don't intend to fill the pages with dull articles, under-exposed photographs, smut, poetry, marriage matters, bum cartoons, or 10-year-old pictures of the editor. You probably are tired of seeing his mug anyway.

5. We don't intend to talk too much shop.

6. We don't intend to take the credit for the success(?) of the publication. We're not going to forget the contributors, engravers, printers, the boss, and others who help. By the way, we want to know who our contributors are, although we won't print their names if they are reticent. According to custom, anonymous contributions will find a home in the wastebasket.

7. We don't intend to write the entire issue ourselves. We want *The Family Tree* to be representative of the organization. This means that you must send in articles and news items. Short articles of general interest are more desirable than long ones of limited interest. Our advice to contributors is, "Say what you have to say, and when you have done so, quit. Don't be wordy."

8. We don't intend to offer prizes, silverware coupons, oatmeal dishes, or make other obvious attempts to encourage reader interest. If we can't get out issues which are worth reading, the boss will probably hire someone who can.

9. We don't intend to steal copy, illustrations, and ideas of a brother editor. We intend to give credit where credit is due. If we can't get out issues which are original, we will at least be honest. By the way, most of these ideas for editorial policy came from the boss.

THE EDITOR.

## Inside Dope About Beavers

By GEORGE MCKINNON  
of Camp 14

Beavers and college professors are the smartest people on earth. Almost anyone can go to college and see a professor, but information about beavers is scarce, especially scientific information about their lives and habits.

One winter, while trapping on the north fork near Isabella creek, I caught a beaver. Next day, the colony covered

the trap with brush so that another beaver would not stumble in it.

Many a time I have seen beavers cut down timber in making a dam. They usually work early in the morning or in the twilight of evening. Their work is always directed by a strawboss. This beaver is a grizzled fellow with a lot of experience in construction work. He chooses a tree while the other beavers gather around to gnaw it down, he sits on a pile of mud and sees that they do it right. When the tree is about ready to fall, he lets out one big squawk. When he hollers, all the other beavers move a respectful distance from the tree. The strawboss then walks up to the tree and finishes the undercut so that the tree will fall in the proper direction.

There once was a colony of young beavers on the north fork who had a hard time building dams that would last. They were very inexperienced. Every time they built a dam the flood would sweep it away. Finally they gave up the country in disgust, or at least that was thought they did. In a few months they were back and starting to build another dam. Early one morning I crept up to the colony on my hands and knees, sometimes lying flat on my face and dragging myself along. It was the same bunch of beavers, right except for the strawboss. He was an experienced beaver who had been in charge of a lot of construction work on Marble creek. Apparently the old colony of young beavers had gone to Marble creek and induced the strawboss to take charge of things on the north fork. The dams they built under his supervision withstood the assault of flood waters for several years.

I almost forgot to tell about Armstrong who trapped in the north fork for quite a spell. He was a big fellow with a face which was as red as from cares and worries as that of a child's. Jeb had a pet beaver. This beaver was like a great big pig. When Jeb petted him the beaver would lie on his back and grunt with great delight, smiling up at him all the while. I never saw the beaver in action, but Jeb says that whenever he built a log cabin, the beaver would cut the rafters and drag them up to the building site.

Beavers are smart; of that there is no doubt. The big difference between beavers and professors is that beavers don't know they're smart but professors do.

## Jam Breaks and Logs Pour In Pond

On the afternoon of April 14, a giant jam of logs—estimated at about 18 million feet—forming between Silver creek and Big Island on the North Fork, pulled loose and began pouring into the forebay of the Lewiston pond at 1 a. m. next morning. By the time daylight came, the worries were over. More than 30 million feet of logs were safely moored in the pond, including nine million which came in ahead of the main run.

Late in the afternoon when word was received that the jam had broken, C. L. Billings, E. C. Rettig, Phil Pratt, Walter Weisman and the editor left Lewiston to view the progress of the drive. It was a sight worth seeing—a near duplicate of 1938 when the logs smashed through the booms, over the dam, and many went as far downstream as Portland, Oregon. At Ahsahka, where the North Fork enters the main river, the logs were running in great numbers, with the volume increasing every minute. Further up the river at Bruce's eddy they were pouring through at the rate of five or six million feet an hour.

"Never in my experience," said Mr. Billings, "have I seen a sight such as at Bruce's eddy. Here the main drive was running in full force. The eddy was a mad maelstrom of foaming water and hurtling logs. They crashed and roared and poured from the eddy in layers three or four feet deep. The North Fork was a solid mass of timber from shore to shore. It was one of the greatest sights on earth and Ed Rettig forgot to bring his camera."

The drive started on April 4 when the wannigans moored at the mouth of Beaver creek started downstream under the direction of Stan Profitt, foreman of the river crew. Good progress was made until the last few days in April when receding waters slowed the pace to half a mile per day. On the last day of April, the wannigans were a short distance below Big Island.

This year's drive is one of the biggest in history with a volume of about 42 million feet of logs. Of this amount about 33 million come in under their own power. The others spend most of their time on gravelly bars, hang up along the shore, or become hopelessly involved in back water from which they can't extricate themselves. These are the logs that cause the work for the river crew.

## Short News Items

Lumberjacks who walk a mile to work discovered in April that the road is still a mile long but eight inches deep. The eight inches is mud. Nothing looks much tougher than a logging camp which has been running all winter and attempts to run during the spring break-up.

In the Clearwater woods, Camp 29 (Washington creek) is the only one which is loading steadily and skidding logs. This camp is at a high elevation and up until now has had considerable freezing weather. Camps 14 (Beaver and Harlan creeks), 27 (South Fork of Reeds creek), X (Robinson creek) and T (Elkberry creek) are sawing timber but doing very little skidding except right-of-way. Camp W (Idaho creek), Camp J (Montana creek), and Camp 11 (Benton creek), all of which have been shut down for considerable time, are opening up for the summer trucking season. Roads are being drained and a few saw gangs are cutting logs. When the weather permits, Camps W and J will truck to the Sourdough dam for fluming. Camp 11 will truck to the railroad at the mouth of Bingo creek. Buford Barnes will run Camp W while Steve Cooligan looks after Camp J.

In the Potlatch woods, the spring break-up has affected logging less adversely. Camps 35, 36 and 38 have been running steadily on a six-day week basis except for occasional short shutdowns on account of inclement weather. Camp 40 (Stony creek) where John Anker will be Generalissimo this summer, is opening up for the season. A few saw gangs are at work, including one outfit which is equipped with a power saw.

Frank Fromelt, logging contractor for Potlatch Forests, Inc., has been having his troubles with roads near Pierce and was forced to close down the Mutton Gulch operation. He may start up again in the near future at Camp R, near Dent on the North Fork.

While Marsh's restaurant at Headquarters is being remodeled and repaired, the crew is eating in a string of mulligan cars which were placed on the railroad spur near the site of the restaurant.

A horizontal twin resaw and a box-board matcher were recently installed in the box factory at the Clearwater plant. The new equipment brings the production capacity for shoo up to the capacity of the saw line. Formerly, the slashers and rip saws cut up more lumber than could be made into shoo.

During April, the Clearwater plant operated two shifts per day, six days per week. The Rutledge plant has been on a two-shift, six-day basis. The Potlatch mill has been closed all month while under repair but will start up May 4 and be on a one-shift, six-day week basis. Two double-cutting headrigs were installed in the Potlatch mill during the shutdown.

John Anker of Camp 40 has been around the country looking at power saws for felling timber and is trying one out at his camp. Mr. Anker will tell about his experiences in an early issue.

## What Is the Meaning of Inflation?

Inflation is such a complex interplay of economic forces, assuming such diverse forms in different places and at different times that it is difficult to define in a single formula and explain it fully in a few sentences.

Snappily stated, inflation is a rise in the price of things we buy. If there is a shortage of tires and plenty of money available for spending, the price will rise because some people will bid the price sky-high, if they have the chance. Or steal them if they don't. Inflation also is a thief and a doubly sly one. Monday a man has a dollar in his pocket. Saturday the dollar buys less than it did Monday. Inflation designed the theft.

To create a serious inflationary condition, it is necessary to have, (1) a large excess of purchasing power (money available for spending), and (2) a critical shortage of consumer goods (things people buy). The shortage of things people buy may result from the niggardliness of nature, crop failures, war time blockades which create shortages of certain commodities such as rubber or sugar, economic blockades in time of peace, hoarding, or other actions of a companion nature.

The excess of purchasing power may result from abnormally high earnings of labor or capital, printing press money, a cheapening of the value of the dollar by decree, or similar causes.

Price fixing is merely a palliative in controlling inflation. It does not curb the elements which determine prices, such for example, as cost of production, supply and demand, and so on.

Proper and timely governmental control can usually quash inflation by withdrawing excess purchasing power from circulation in the form of enforced personal savings, high taxes, or an increase in the volume of goods available for purchase.

During inflation periods the greatest boon to the community is the man who curbs his appetite for a new car, more tires, more sugar, and more of this or that. The greatest enemy is the free spender. He is the one who causes prices to rise.

Inflation is not entirely bad. Most periods of prosperity are mildly inflationary. But in its sterner character, inflation stands in the same ranks with Death, Lust, Famine, and War—The Four Horsemen of the Apocalypse.

## Clearwater's Busy "Burma Road"

By DAVE TROY,  
Clearwater Unit

The recent construction of a narrow gauge railroad from the rough shed, yard and unstacker main line at the end of the tailrace bridge to beyond the west end of the remanufacturing plant, where it parallels the standard gauge mainline track No. 4 is what is now known as Clearwater's Burma Road.

The purpose of this new addition to the sawmill plant was to establish an area for the loading of flat cars and gondola cars with the yard lift truck. It has proven the answer to an age-old problem of shipping open-car stock by moving it with the regular flow of lumber to cars rather than transporting it back to the green chain dock against the natural flow of lumber through all processing departments as has been done since Clearwater started operating.

The idea had been tossed around for several years but because of the necessity of getting around the steam tank transfer chain which directly intercepts the new railroad it had not been developed. However, with the aid and ingenuity of such men as Al Jensen, S. E. Andrews and Ike Peterson, a draw bridge was constructed to pass over the steam tank chain. This bridge is lowered only to accommodate each trainload destined for the junction of the Burma Road. When not in use it is kept in the raised position, allowing the free use of the steam tank transfer chain.

The new loading area has proven a decided advantage. The additional room allows the spotting of five cars for loading without necessitating a switch. The loaded cars are easily moved down into the railroad yard and out of the way of empties switched in from the opposite end of the junction. Faster, hence, cheaper loading can be done with lift truck than with the monorail which was formerly used on our green chain dock. It is possible to load an 8-unit gondola or flat car in 30 minutes, which to date has increased the loading capacity to a point beyond the demand of orders calling for open car shipping. However, Clearwater has hopes of these orders being increased to the point of allowing full capacity loading, so the new Burma Line may be kept as busy as its Chinese counterpart.



The "General MacArthur"

To supplement the new Burma Road and because of the need of a new battery for one of the yard electric locomotives, it was decided to transform an electric locomotive to a gasoline operated machine. Due to past experiences of batteries becoming dead before the completion of the shift and causing transportation systems to bog down, a gasoline loci was given the preference. S. E. Andrew designed the transformation and purchased the necessary motor, transmission, differential, etc., from the Ross Carrier Company. These parts are the same as used in the Ross lift trucks and carriers and the important working parts of these three types of equipment are now interchangeable.

The results of the transformation were beyond Clearwater's fondest expectations. Shelt Andrew and the machine shop boys did a splendid job. The new machine has been painted and christened "General MacArthur." She carries her name both fore and aft proudly and, as to her work, she's "hell for go."

## Short News Items

Bill Akin is handling the wannigans this year and steering them through the fast water. This is the first time a non-native of the North Fork has been in charge of the job. Although Bill lives at Spokane and might be called a flatlander, he knows the tricky currents of Little Canyon, the Big Riffle, and other North Fork waters.

When the cookhouse wannigan careens through the Big Riffle, Fred Thomas, head cook, puts one life preserver around his feet and another around his neck. He has been doing this since 1938. That year, just about noontime, the wannigan crashed in the Riffle. Kettles of soup and pots of coffee which simmered on the stove landed upside down. Dishes were broken and the cookhouse was a mess. The cookhouse crew picked themselves off the floor. With great presence of mind, they wiped eggs from their shirts and beef stew from their

## Life Magazine Takes Our Picture

Life magazine visited Potlatch Forests, Inc., for a week in April. Photographers Otto Hagel and Harold Mieth arrived to take pictures of its lumbering operations. Their itinerary included Headquarters, Camp T, Camp 29, Camp 36, the River Drive, and the Clearwater sawmill. Logging superintendent Howard Bradbury and an editor accompanied them in the woods and Otto Leuschel, manager of the Clearwater unit, guided them in the sawmill.

According to all reports, the photographers were well pleased with the pictures obtained on the trip. Primarily, they were interested in pictures showing the log drive, logging, tractor skidding, timber marking, log loading, timber felling, life in camp, and the sawmilling operation. Good close-ups were obtained of Russian Aleck shaving on the wannigan, Stan Profitt admiring his new boat, Paul Bailey hooking on the saw boom, Jarvis Johnson reading a newspaper in the bunkhouse, Gus Swan playing an accordion, Frenchie Tourneau maneuvering a baton, Gunner Engberg and John Louko moving timber, Allen McCorkle driving a skidding cat, Al Kroll sitting behind a picture of two beautiful women, Dwight Wilcox scaling logs, to mention only some of the shots. Three or four hundred photographs were taken and the editors of Life will select a few for publication which they consider appropriate and outstanding.

Life magazine is sold for 10 cents per copy in newstands throughout the world (free advertisement) and pictures taken on the operations of Potlatch Forests, Inc., will probably appear in an early issue. There may be several pages of photographs, maybe only one. The photographs obtained some dandy pictures but the space allotted to them will depend on the editors of Life magazine.

At that particular moment came a loud explosion from a nearby road construction job. Stumps sailed fore and aft of the wannigan. A heavy cloud of dust obscured the sun and settled over the maining food and unbroken dishes. All while the wannigan spun crazily in the current. The steersmen could not see a lay ahead. The only thing which kept the cookhouse crew from striking out for the ico was that they couldn't tell which direction shore was.

## What Is the Life of Untreated and Treated Cedar Poles?

In 1915 and 1916, when equipping its railway line for operation by electric power between Harlowton, Montana, and Avery, Idaho, the Chicago, Milwaukee & St. Paul, and Pacific Railroad Company installed untreated western red cedar power poles.

In 1922, after seven years of service, it was found that with the exception of poles set in very wet locations, decay had penetrated the sapwood in nearly all cases. Although the heartwood was still in good condition, the company made plans to stub the poles wherever such reinforcement was needed. In September, 1936, about 21 years after the poles were set, the entire stubbing program was completed.

Data furnished by the railroad company covering 29,718 poles stubbed from 1922 to 1936, inclusive, show that without stubs these untreated red cedar poles gave an average life of 17.5 years.

Western red cedar poles which are given a butt treatment with creosote will, of course, give much longer service. As an example, the Montana Power Company has a power line which parallels the track of the Chicago, Milwaukee & St. Paul, and Pacific Railroad for some distance from Harlowton eastward. These cedar poles were butt treated with creosote, using the open-tank, hot and cold bath process—the same process as is in use at the Ahsahka and Bovill plants of Potlatch Forests, Inc.

The creosoted western red cedar poles of the Montana Power Company were set in the ground in 1919 and 1920. When they were last examined in 1939, after about 20 years of service, only two out of 1,941 poles had been removed or stubbed on account of decay. Both of these poles failed on account of heart rot below the ground line, which caused them to break off during high windstorms. The company reports that the pole line as a whole is still in excellent condition. Out of 52 poles which were carefully inspected in 1939 by digging away soil at the base of each pole, only two poles were found which contained decay in the treated butts.

(Condensed from an article by C. N. Whitney of the Northern Rocky Mountain Forest Experiment Station, entitled, "Results to Date of Studies of the Durability of Native Woods Treated and Untreated.")

## Camp 29 Slaps Japs

The crew at Camp 29 on Washington creek became rather wrathful when they read in the last issue of *The Family Tree* that Camps 14, 22, 24, 27 and 28 established a new record for the railroad camps on March 2 by loading out 99 cars of logs in eight hours.

It seems that Camp 29 wanted to help slap the Japs by establishing a new loading record but the other camps grabbed the flats. This left the twenty-niners in the lurch.

The score was evened on April 7 when Camp 29 loaded 909 logs scaling 206,147 feet on 26 cars in 7 hours, 55 minutes. Loading was done with a single tong, swing boom loader of the slide type.



Ordnance boxes made from shook supplied by Potlatch Forests, Inc. Only a few of the many types of boxes for which shook are supplied are shown in the illustration.

The loading crew at Camp 29 when the record was broken consisted of Wallace Boles, hoister; Maynard Martin and T. W. Squires, hookers; Merlin Spencer, top loader; Tom Schelchuk, bull cooking. Jerry Johnson tallied the logs. The train crew consisted of C. L. Nines, conductor, Ansil McKenzie, engineer; Elmer Wolfbrandt, fireman; and Sherman Shoat, brakeman. Alec McGregor is foreman at the camp.

Who else wants to slap the Japs? Providing logs for ammunition boxes is just as much a part of winning the war as standing in front of cannon. Camp 29 bids 26 carloads. Who will bid 27?

The time to make hay is when things go haywire.

## Short News Items

The longest log drive on record was in 1940 when it took 77 days to rear the North Fork.

Gus Swanson, flunkey at Headquarters, bought a loud speaker. On Sunday mornings he and Jarvis Johnson entertain the lumberjacks with violin, guitar, accordion, and vocal selections.

During March, an average of 1,696 men were employed in the woods by Potlatch Forests, Inc., and 1,786 in the sawmills, or a total of 3,482. Altogether, the company's lumbering operations provided 551,237 man-hours of employment.

The Rutledge plant at Coeur d'Alene observed its 26th birthday on April 1, 1942.

About 200 brush pilers are now on the job at Camps 11, 14, 24, 35, 38, and X. Burning has been done at Camps 27, 35, and 38.

Last winter was the first time Camps T and 14 did not have a shutdown on account of snow. Camp 14 was built about 1930. Camp T was built in 1937 and started logging in 1938.

Jim Kinyon, plumber at Headquarters for Potlatch Forests, Inc., walked into the Lewiston office the other day and brought \$1,325 dollars worth of War Bonds, paying for them with cash. This makes him a member of the "Thousand Dollar" club.

A few days later Sam Harris laid down \$450 in folding money and walked away with War Bonds worth \$600 in maturity value. Mr. Harris has been working for the Clearwater plant since February, 1926. He helped cut down the orchard which was part of the present plant site.

Walter N. Locke, machinist at the Clearwater plant, was another big cash buyer during the month. When payday came, he cashed his check, added a little bit to it, and converted the total into War Bonds.

None of these men were standing in the rear ranks when the brains were passed out.

During the first three months of this year, the employees of Potlatch Forests, Inc., invested \$47,385.04 in War Bonds through company channels. Of this amount, \$43,067.54 was handled by means of the payroll pledge plan.

## 90 Million a Day for War

During the month of March, expenditures for the war effort averaged about \$90 million a day, or a total of \$2,797 million for the month. This was almost \$600 million more than in February.

Army disbursements were \$1,131 million in March, as compared with \$1,099 million in February. Those for the navy amounted to \$867 million in March and \$531 million in February. Expenditures for lend-lease purposes totaled \$572 million in March and \$432 million in February.



Mrs. Vivian Bradbury shows women can help win the war by replacing men in the woods. Logging Superintendent Howard Bradbury leans against the tree and ponders the possibilities. All men, of course, are not as helpful with the ax as Mrs. Bradbury.

## Intermountain Logging Conference Meets

By HARRY N. ROONEY,  
General Office

The fourth annual Intermountain Logging Conference was held in Spokane April 24 and 25, at the Davenport hotel. Approximately 75 representatives were in attendance, including E. C. Rettig, Howard Bradbury, J. C. Parker, John Anker, E. F. Rapraeger and H. N. Rooney from Potlatch Forests, Inc.

The Friday sessions consisted of discussions on "Portable Camp Buildings" and "Mechanics' Training School." Carl Coleman, logging superintendent, Kinzua Pine Mills Co., Kinzua, Oregon, gave a very nice talk on "Unit Production and Output Studies." This company has collected a lot of valuable information which is of benefit to all operators.

The annual Loggers Banquet was held Friday night. The principal speakers were Stanly Hodgman, forest engineer, Western Pine Association,

who gave an interesting talk on "Current Federal Forestry Legislation—Its Implications for the Lumber Industry," and E. F. Rapraeger, research forester, Potlatch Forests, Inc., who talked on "Forest Practices and Defense Production." In Mr. Rapraeger's talk he emphasized that only by keeping up the output for war purposes and exercising every possible caution in care of the forests and in continuation of productivity of the land can disadvantageous government regulation be avoided.

Saturday morning Emmett Aston, logging superintendent, Biles-Coleman Lumber Co., Omak, Washington, discussed "Why Power Saws Now." Mr. Aston had two assistants with him who answered any questions put to him by the attendants. It appeared from this discussion that power saws are being used more each year. The manufacturers have greatly improved the power saws and were it not for the war, the industries could expect great developments in this line.

J. C. Barron, logging superintendent, Diamond Match Co., Newport,

Washington, talked on "Abuse of Equipment." This discussion paralleled a great many of the discussions at the Camp Mechanics Training School at Spokane about a month ago. However, since very few of the superintendents were present at the Mechanics School, this discussion created a deal of interest. Practically everyone agreed there should be a definite derloading of logging trucks to serve machinery and tires. Mr. Barron and several others had great faith for the results of the Camp Mechanics Training School. All agreed that the master mechanic's job in the logging camps is fast becoming one of the very important jobs. All agreed that the master mechanic should have something to say about how the equipment is operated in the field and that attention paid to preventive maintenance.

Saturday afternoon C. W. McAnanconda Copper Mining Co., W. Worth, Montana, discussed "Save Men and Man Hours Through Aid." H. F. Tresler, Firestone Co. told about "Use and Care of Tires."

## Clearwater Plant Goes "Over the Top"

Backing up their claim of 100 per cent war savings, 1,011 men in the Clearwater plant boosted their average War Bond investments from \$6.68 last October to \$9.30 for April.

"Under the Payroll Pledge Plan each employee at the plant saves a given amount out of his wages each month for the purchase of War Bonds," says O. H. Leuschel, manager of the Clearwater plant. "When he has saved enough for a bond, the money is turned over to the postmaster, who then delivers the bonds in the denominations desired to the man who has saved the money.

"The minimum amount saved under the Payroll Pledge Plan is \$3.75 per month, which in five months builds up to \$18.75, or the purchase of the \$25 War Bond."

With its enviable record the Clearwater plant stands among the top flight of industrial organizations in the United States. It was the first big industrial organization to go over the top 100 per cent with a Payroll Pledge Plan offered by the management, and it is among the first to increase its month by month savings to such a high average.

The editor believes that Steve Summers and Reynold Peterson, whose letters appear below will be glad to know that their pals are giving them the backing they ask for and need.

### Summers-Peterson Letters

March 31, 1942.

Dear Mr. Billings:

At the time Sid Jenkins showed me the Christmas gift boxes, I got a thrill out of them and knew the fellows in the service would be pleased. However, the real thrill came in getting mine. Then I really realized how appropriate the various articles were. They're the very things that are required for soldiers: razor blades, shoe shine, handkerchiefs, etc. And all of these must be purchased by the individual soldier.

But to me, the big thing is that the folks back home are thinking of you. The soldiers I have been in contact with are a mighty willing outfit. Like me, most of them are plenty soft now, but in a short while we figure on being in fighting trim. *And there's no one thing that keeps these fellows' spirits*

*up as getting the reminder from home that the gang is right with them.*

The training has been going along fine. Every muscle in my body has been sore constantly since landing; but still enough energy after yesterday's drill to work out and make the battery soft-ball club. Believe we have a crack outfit too. Most of the club are leaguers from some baseball league North, South, East or West. I am playing third base. One of the reasons I wanted to play on the club was to get acquainted. You don't have to play on these clubs but a short time until you know a whole gang. There isn't a soul at the camp that I knew before, but am getting acquainted fast.

Most of our drill up to now has been with the 30 caliber army rifle. They've drilled us lots in bayonet handling and the use of gas masks, too. The poisonous gas drills were quite interesting as they exploded tubes of the various gases used in battle and taught us to distinguish between them by their various odors. To make a lasting impression of the value of the gas mask they had us march into a chamber filled with tear gas. First, with our masks on all went well, but upon removal of the masks, the tears started pouring and we really wanted out of that chamber.

I will surely be glad to hear from you, Mr. Billings, whenever you find the time to drop a line in this direction.

With sincere thanks,

STEVE SUMMERS.

Pvt. Lewis S. Summers  
No. 39388959, Battery B  
52nd Anti-Aircraft Tng.  
Bn., Camp Callan, Calif.

Jackson Air Base,  
April 11, 1942.

Dear Jerry (Johnston):

I promised you a letter when I left, so here goes. . . . Well, how is the old lumber mill progressing? I hope in just the grandest style.

Do you know it sure feels swell to be in the army. It makes a fellow feel like he is doing something worthwhile. I cannot think of any place I would rather be than right where I am. . . . No fooling, and I am not wasting my time while I am here either. Am going to take advantage of everything the army offers me; at the present I am going to school, and will till about in September. Then I will be through. Anyone that is here has not an excuse if he doesn't make something of himself because there are a thousand op-

portunities. So I am studying hard and will try to learn everything I possibly can.

I did not get what I went out for in the first place but I finally got into the highest branch of the service there is. What more could I ask. Not that I think for one moment that I am so damn good, but out of 45 of us that went in the same day at Ft. Lewis I was the only one out of 45 that made this place. That alone gives me great confidence in myself that I will make good. I made 100 in my aptitude tests at Ft. Lewis and that is not stretching it one point. I also hope I can keep that average up at all times even to being a 100% soldier if that is not stating too much. *I hope, speaking for the way a lot of the boys around me feel, that the ones we left at home and the ones that don't get to go will be back of us 100% all the way. I am very sure we won't let them down ever; we will pitch 100% . . .*

We are told that we will be ready to go across in September some time and the sooner the better, but I will probably see you boys before I go, as I will get a 15-day leave between now and then. So will be down to see you, boy, around the mill again, if nothing happens.

I would like very much if it is possible—if there is some way you could arrange to send *The Family Tree* out to me, if it's not asking too much and not too much bother. Some of my interest lies back at the mill even though I am not there in person.

I would like to tell you some of the things we do out here, but it is for the best that I don't do so. When I get home I'll give you more details. Be sure you have your ears in good shape as maybe you might have to listen to a lot when I start talking.

I hope you can make this letter out as I am lying on my back in the hospital with the flu, and this bed doesn't make too good a writing desk.

So in the meantime till you hear from me again keep your chin up, all of you, and keep smiling and we'll keep them flying. Be sure and tell Charles Cummerford and the boys in the planer "hello" for me if you get a chance. I wish I could write everyone a letter, but that is too big a task.

REYNOLD J. PETERSON,  
378th Bombardment Squadron,  
Jackson Air Base,  
Jackson, Mississippi.

P. S. Will write more next time when I feel better. Tell George Hudson "hello."

## How Foremen Can Meet Challenge of War

By JOHN S. SHEPHERD  
*Clearwater Plant*

To meet the challenge of All-Out Defense Production I would emphasize the word Conservation, for to reach our ultimate goal we must conserve to the limit those factors which make efficient production possible.

### I. MATERIALS AND EQUIPMENT

IN ORDER to produce anything, materials and equipment are needed; so I place this first on my list of things to conserve.

To do this effectively, I would—

- a. Enlist the aid of foremen and key men to see that all materials are properly stored when not in use to prevent breakage or spoilage due to exposure.
- b. Institute a survey to see where and how cheaper or easier-to-obtain materials could be substituted in place of those now used.
- c. Insist that only enough material for small jobs be ordered instead of ordering haphazardly and that any left over be returned to proper storage and credited to job by those in charge of the work being done.
- d. Have any new construction or layouts studied carefully and discussed by Engineering Department and by foremen and skilled men who will install the job in order to keep supplies and materials for remodeling to a minimum.
- e. Have a check-up of materials and supplies on hand necessary to job and equipment operation—as basis for obtaining adequate supplies of materials for future use, and to prevent an over-supply of such materials that may be unnecessary due to change in production methods.
- f. Regular schedule providing for periodic inspection of all equipment in plant and such inspections reported to foreman each day concerning work done or repairs needed to be made by maintenance men.

### II. TIME

Since time is a vital factor in All-out defense production, we must conserve it to the limit. To do this efficiently, I would—

- a. Have records kept of the idle time of all equipment in the plant to determine present production losses due to interrupted operations—then make a study of such equipment to see if it could be adapted to other work or if work that will be needed later could not be done during these idle periods.
- b. Have a check-up on all equipment made to determine if it is operating at highest speed possible without causing excessive wear; also investigate possibilities of increased speeds which may be made possible by new attachments recently introduced by the manufacturers of such equipment.

- c. See that machines and men have necessary materials and supplies on hand to provide steady operation of machine or job.
- d. Have periodic studies made of all jobs to determine where time losses occur and thus be able to take steps to eliminate such losses, reduce costs, etc.
- e. Encourage daily work schedules of foremen to provide for complete check-up on work processes—new men—methods—improvements—safety—etc.
- f. Set standards of machine and job productions and establish efficiency records to check performance and create competitive spirit.

### III. MAN POWER

Because men furnish the necessary impetus to production through muscular energy and thoughtful planning we must conserve our manpower. To do this intelligently, I would—

- a. Place added emphasis on safety programs; with inter-departmental contacts; safety banners for departments with no lost-time accidents for month or more; white elephant or *Ole Man Accident* characters for departments having lost time injuries; Two Annual Awards consisting of scroll listing men working in department and Cup with Department Name and Date inscribed to the department which worked the most man hours without lost-time injury; similar award to the one which has accumulated the greatest number of days without lost-time injury; these awards would be the beginning of a Trophy Display which would not only create greater competitive spirit between departments but would instill pride in the program.
- b. Make new men feel more at ease by introducing them to fellow-workers; explain work standards of quantity and quality; show them hazards of new job; and point out possible promotion in the department.
- c. Set up departmental committees to discuss departmental problems of foremen and employees concerning not only grievances but also new work methods or equipment.
- d. Break down processes where possible so that skilled men will do only skilled work and unskilled men can take care of lesser requirements;—bring materials and supplies and thus reduce operations costs.
- e. Study job methods to see if any processes can be eliminated or combined, thus freeing skilled men for other work.
- f. Make job-analysis study to determine:
  1. Requirements of job: physically and mentally.
  2. Hazards of job: guards and other safety equipment needed.
  3. Line of promotion and rates of pay.
- g. Provide annual physical check-up to determine fitness of men to carry on physical requirements of job or to be recommended for other types of work.

### IV. COOPERATION

High efficiency in production can only be obtained by the continual cooperation of every member of an organization. We must therefore con-

serve that which we now enjoy. We ever strive to encourage more. To do this successfully, I would—

- a. Have company policies regarding:
  1. Employment procedure, Discharge, Promotion, Safety, etc., clearly stated and in printed form.
- b. Provide training classes for all of skilled work to insure adequate supply of skilled workers when requirements are needed and to insure cooperation through training for jobs. This is the best opportunity to train men in proper methods for saving time and materials and to show men the importance of quality workmanship.
- c. Install policy of guaranteeing the employee with seniority would not be out due to new equipment or new methods, but would be transferred to other jobs, and that, while operating cost on jobs so affected would be reduced, the individual employee would not be affected. This would eliminate much bucking of new equipment and methods. It would insure job security and create goodwill.
- d. Have foremen of various departments spend two hours a month in another department, learning its problems, discussing better methods of operation.
- e. Provide suggestion system that would include a list of problems which need to be solved. Offer definite cash award for the best ideas concerning the solution of such problems.
- f. Keep individual foremen's recommendations put into practice, to be used as a guide in determining promotion and pay.
- g. Have foremen group discussion to plant problems or new methods proposed to encourage greater cooperation and uncover many points of view. Solutions and create friendly feeling.

In November of last year, 21 Peoria Forests' foremen entered essays in a nationwide contest sponsored by the National Industrial Conference Board on the subject "How Can a Foreman Meet the Challenge of All-Out Defense Production." When the entries were all in it was found that our group represented the third largest number representing individual companies, and 563 foremen who entered the contest, of our group were Prize Winners and four received Honorable Mention. Shepherd's essay, which appears above, was one of the winners.

All of the papers submitted by our men were outstanding in that they represented a fine type of thinking along the lines made necessary by our National Emergency and the all-out war production program. Unprecedented demands are being made on our industry to provide our products and vital needs all over the world.

It should be comforting and gratifying to all of us that our departmental vision and planning duties are in the hands of a group of representative foremen, as these, who are able and eager to meet the challenge of all-out production.

O. H. LEUSCHNER  
Manager, Clearwater