

N R A

Education Reading N.R.A.

2 What it has
The value of the N R A in industrial education -
what it has ^{not} done - and there are no end of convincing
exhibits for both the ^{has} and the ^{has} not. It ^{has} made a ^{substantial}
advisable as well as ^a needed contribution ^{to} for our education in
of industry. For the first time most of us are seeing industry
not as a simple contest between two factors that we call capital
and labor, but as an infinitely complex structure in which we
are all directly concerned ^{and} which we all have a responsibility,
one in
some which we are all either sufferers or beneficiaries *of the war*

If the New Deal never does anything more than to
convince us as a people that this is the complex thing that
we have created and that our first important business is to
understand its part and their relations, to get rid of the
notion that ^{the any} ~~only~~ productive factor of our life ^{can} stands on its
own feet why we will have made a first step towards regulating
and controlling ~~the government~~ ^{industry}

with human suffering founded upon
The ~~(blank)~~ evidence with which the N R A formula
was accepted by those who are running the New Deal as well
as those of us who hope to profit by it - ~~we~~ have all come to
feel by this time was childish. Possibly nothing more
salutary in the long run could have happened to us than the
attempt to apply the formula which we seized as a sure
panacea. How workable and solid it sounded to pay everybody
a wage of not less than \$15.00 a week, that is everybody in
what we call industry. Everybody will then ~~be able to~~

have money to put into circulation, and when everybody buys everybody will have to produce to supply the demands - food and clothes. It looked as certain and simple as the 18th Amendment.

it was

But/when the application came that our education began. And it began in a department of the industrial world where it did look as if the new code was a sure thing and that was in cotton.

(Wait for correspondence from O'Connell and Smith)

The points to be made are the effect on the farmer - the increased cost of cotton. What did they find at Naumkeag about demand? It is to be remembered that everybody's sheet had had to stand the wear of a four year depression so that there was a natural increased demand to make up for the uncorrected wear and tear of the depression. Has this had its effect on the industry?

How about the effect of the N R A on machinery? Replacements must go on I suppose all the time. Has the cost of parts increased?

Raw cotton of course costs more, but how about other supplies that are needed? How about lubricants for instance? They must buy an enormous amount of lubricants. What has been the effect on that?

That is, if I can get proper information from Naumkeag I fancy ~~we~~ ^{it} can get a complexity of undertakings and the ~~possible advantages~~ ^{the} that, is the value of the stability ⁱⁿ of materials as well as for the productive processes, as well ^{in practice} as the value of stability of price for the market. Here is an industry in which you must depend. All this shows what is clearly to the people, what the technicians understand so well, that ^{the} most desirable thing economically - parts that ^{must if they} can be depended upon ^{it should be} fluctuate according to reasons/are which understood clearly and which all are attempting to control for the sake of all which as a disturber ^{this} does not by any means ^{must} show that competition, honest and orderly, is ^{compelling hope} the result of improvement, energy, talent of any kind of organizing financial, mechanical, salesmanship - all of the elements in the process - ^{maybe} is not legitimate and essential. It ^{introducing all} is. It is using that competition by what the Trade Associations call unfair trade practices ^{that is disreputable}

Our classic example³ in this country of irresponsibility on the part of the producer of raw materials, ^{as well} for instance, ^{is} as the appeal to unlawful practices/in oil. We had on one hand the seeker for oil - the oil producer - a battered, crumbling, if you may call those who undergo the hardships and show the daring, the daring of uncertainty, ^{the} they were the ^{the} inspectors for oil and they are the ones that have kept the world supplied with oil while constantly for fifty

years there has been the prophesy that there would be no oil.
engineers of our

When the steel
~~like~~ an engine came as our Navy Department declared it to be

far and away the best for the Navy they discouraged dispute *use*
be

by saying the oil supply could not/depended upon on. That has
and the refiner

been an incessant cry both for the manufacturer/of the raw oil.
ceased

we had the great struggle which has never / of probably the

ablest industrial organizer the country has produced - the great

pioneer in organizing - calling in to aid in his attempt to *W*

come *W* one buyer of oil in order that he might manufacturer

in the most efficient way and willing to use a most

amazing set of unfair and even illegal help.

The New Deal is attempting to re-organize the

oil industry and that re-organization forces on those that

contemplate from the standpoint of the outsider the effort

to do this without considering a fundamental inequality

in the situation. That is, you have the strange situation

in the oil industry of one set of companies ~~alive~~, owning

practically the whole system of oil transportation - the pipe

line. If the Steel Corporation owned or controlled all of ~~of~~

the railroads which carried raw materials { that it does control
is true

short lines, but no national system except indirectly through

financial arrangements. But that is not sufficient for them

to control the *fixed rates* price, but in the case of the oil we have

this great system owned by one interest - the Standard Oil

interest. There never was a more efficient service rendered

But here is a private concern making a steady profit off the ^{extra} ~~the~~ ^a
common carrier, a carrier under the Interstate Commerce
Commission declared by law to give equal terms of shipment to
everybody. But that cannot be. The Standard Oil Company of
New Jersey ^(?) owns oil fields, let us say Texas, great fields.
It carries its oil of course at profit, but it has a regular
rate for shippers, say 75 cents a barrel from blank to blank.
That is, we have persisting a vital element in the industry
still
existing/under the New Deal, a vital element in the oil
industry under private control. No New Deal and Codes can
cover the case, bring justice or regulation until that
fundamental inequality has been adjusted. It is parallel to
the situation which arose under the coal bearing roads. They
are not now allowed to own coal ^{canal} ~~oil~~ ~~transporters~~ and/producers
and refiners to get the best results should not be allowed to
own Interstate transportation.

^{real}
the/health of the cotton industry all ought
to be served properly as the New Deal promises then how about
the tariff on cotton goods. The health of the cotton industry
requires exports. But if the consumer ~~full value must have~~
^{is served} ~~advantage~~ and he is an industrial factor which must be considered,
~~and he~~ must have the advantage to produce ^{if non-protection tariff} ~~tariff~~. And these
codes under the New Deal cannot be made to work in the really noble
way in which it is hoped and which its founders hoped unless

fundamental injustices are corrected. If you can correct these your minimum wage will not stand, will not be free from incessant chiselling, will not be ^{un}equally applied. You have got to get the picture of the whole and there is where the New Deal is helping us enormously, thrusting it all into the picture.

It shows infinite effects, the infinite relations, the unexpected effect of one ~~act taken independently~~ ^{act taken later without annulling result} ~~Apparently a good thing,~~ but nullified by the fact that the result of ²⁰ applying it has not been considered.

To a daring, experimenting, inventive people like this there ought to be great ^{fun} in having put before them this tremendous complication ^{challenging} ~~telling~~ them to figure out, ^{via} ~~to attack at a~~ point where they as individuals can do something and to attack it with a full consciousness that what they do ^{if} is related to everything else that is done. /something of this kind comes out of the New Deal a ^{as} eventually and what is quite/important we will get temper, the [?] go ahead with the planning.