August 9, 1945

TO:

FROM: R. A. L. Hentschel

SUBJECT: COMMERCIAL ACTIVITIES - TECHNICAL DEPARTMENT

As we all know, our ultimate welfare and that of the Company, depends on our commercial sporting arms business. In the recent past, the national emergency now, we hope, drawing to an end, has made it necessary for us to concentrate all our efforts on the successful solution of many military problems. While this need is still with us, it has become less pressing, and this has been reflected in the easing of draft restrictions on the type of work on which those of us over 30 may be engaged. It is now only those under 30 who must be kept on vital military work or be drafted. As you know, our military contracts have provided us with a vital and urgent military activity, with which all of us have been intimately concerned. Recent developments indicate that this military activity will continue until at least December 31st. We should all take pride in the fact that both OSRD and the Ordnance Department have many times expressed themselves as being highly pleased with the job we are doing for them, and in the fact that this satisfaction is being expressed in repeated requests for additional work. However, we all recognize that we must ultimately pick up our bread-and-butter jobs and go through the transition back to commercial business. We all recognize that this transition will be hard and will be accompanied by many dislocations. With the easing of the draft it now becomes possible for some of us to begin to pick up the loose ends.

The pressure which is continually being put upon us by our top management to get a start on commercial activities is tremendous. And this is well justified. Post-war demands for goods will be greater than any we have ever experienced. With this demand, Management is faced with the highest wages and highest material costs in many years. It is also obvious that when the pent-up demand is finally somewhat satisfied, the need for newly-designed and better products to meet the intense competition which will then exist will be great. The present plans on new arms call for the replacement of all the guns now in our line by new designs as rapidly as this can possibly be accomplished. It appears at this writing that this work will cover roughly the next ten years. Following this, it is planned to introduce one new model and two to three revised models each year. We are naturally at the center of this activity, since it is our responsibility to turn designs into production realities.

For the next several years, our first and primary job will be to get new gun designs into production as fast as we are able to get the job done. Only two things will control our speed, the first is the rapidity with which the designs are turned over to us by the Design Section, and the second is the necessity for doing the job well. So that we can get some idea of what is ahead of us, a copy of the master schedule which will be the basis for our activities on new guns is attached. This schedule covers the arms which are in sight for the next few years. In it, the job is broken down into certain elements, the responsibility for which is allocated roughly as follows:

Design Section:
- Specific Requirements
- Investigation
- Product Committee Approvals
- Design
- Working Drawings
- Model Making
- Revising (Design revisions)
- Production Drawings (Final Product Drawings)

Engineering Section:

Production Engineering Unit:
- Process Development
- Process Engineering
- Methods Engineering
- Tool Design
- Pilot Operations
- Tool Revisions
- Trial Run
- Component Manufacture
- Production for Warehouse

(Tool Revisions, Trial Run, Component Manufacture: Giving assistance to Plant)

Specifications Unit:
- Testing
- Process Development (with Production Engineering Unit)
- Specifications
- Engineering Files

The breakdown of the job into these elements has been made on the basis of our present knowledge and our present ideas of what is needed and how the job should be done. Like everything we do, it is subject to revision and improvement as we learn more about the job. It is extremely important, however, that we do our level best to live up to the schedules and keep costs within estimates. If it becomes evident that one or the other will be missed, it is just as important that everyone know it as soon as possible.

The most important date in this entire schedule is the date on which guns are to be in the warehouse. The others may be shifted or altered, but not if they affect completion of the job by the specified dates.

The models shown in the detailed schedule represent the most important and most urgent part of the work of the section for the next few years. They do not, however, represent all of it. In addition, process development work, such as that on draw rifling, carbide milling, new finishing methods, etc., will also be carried on. This effort should all be directed toward furthering processing of the new arms and will be carried on at the highest level of activity that personnel and the need for meeting schedules on the new arms permit.

In order to clarify our still more distant plans, a copy of the Development Schedule is attached for your information. This schedule shows the guns which are proposed for the final line referred to earlier, which is to replace the present line and provide the basis for periodic and systematic renewal. The guns shown in this schedule will be placed on the detailed Master Schedule as active work on them is started.

One of the primary purposes of this memorandum is to stimulate your thinking about our future course. The meeting which has been called for tomorrow is to discuss this schedule and give you an opportunity to raise any questions that may be in your mind as to our general plans and policies.

R. A. A. Hentschel
Engineering Superintendent
Technical Department

RAAH/EC
Attach.