

The number of men who will have to be released is to be decided. We had a production of 2752 points in March, 2368 in April, 1370 in May, and the forecast for the remainder of the year is that we will have only 870 points per month to produce. The small number for the remainder of the year is due to the number of finished cars which we have already on hand and in the hands of our dealers which would take care of our retail sales for nearly four months if we did not produce another car. As we have the same number of men on the payroll now as we had in March, it will be seen that we have approximately 195 more men than we can afford to carry the balance of the year. Even reducing our force this amount it will probably be necessary to shut down the plant for about one week each during the months of July and August which are always abnormally low periods every year.

The conditions under which these men will be released will, of course, be the conditions agreed on several years ago between the company and the men to cover such an emergency. In accordance with this agreement we are obligated to give them 3 days pay for each month they have worked, plus 2 weeks pay additional. As our average pay has been 46 sen per hour, the total amount per man will average over \$600 per man. This is an unusually large but the agreement is binding and we will certainly not try to take advantage of the present economic conditions to negotiate a better settlement. At the present time, the depression might give us an advantage in a prolonged argument, but this is not the time to take advantage of the unusual conditions caused by the world crisis. We will want many of these men back again, and I hope that we can handle this move in such a manner that they will all want to come back again when conditions improve.

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In selecting those who are to be retained, we should aim to keep a smaller but complete organization which will be able to carry on during the period of retrenchment with equal efficiency. This selection should be made by a committee to insure that no personal motives cause an unfair selection, the committee to consist of the staff heads, the personnel department and the foremen. They are