however, other things than efficiency to be considered at a time like this, and it seeme advisable to state a few other points which should be kept in mind, as follows;

1. no discrimination should be made against any man, either for or against, because of his connection with a union or because of his activities in any former labor disputes. Let bygones be bygones.

2. As far as poasible thoae men who have the greatest number of dependants should be given preference over those who have lesa.

3. Any man who voluntarily resigns should be considered as discharged and be given the full discharge allowance.

4. Those man with exceptional skill in difficult jobs should be re-tainad regardless of any of the preceding conditions.

This is a disagreeable duty, but is necessary so that we keep the organization intact and be able to expand again when the depression passes. If we do not let part of our force go at this time, it would probably mean that we would have to let all of them go later. Seven of our assembly plants throughout the world have already been discontinued, and if we were to allow our costs to climb until prices become prohibitive, and sales stoppad, the same thing would happen here.

I suggest that you take this up with the personnel Rrlations committee and explain to them why this step is necessary. The employees are entitled to know all the facts, and should have a chance to express their opinions and meke suggestions, before any move as important as this is put into action.

12 The necessity for such a move is already apparent from the number of