

cafeteria or drug store! Unexpected overtime when you have a heavy date! Frequent changes in jobs, in orders, in bosses!

Girls have their own minor troubles. Stores a long way from the office and closed every time you have a few hours off! Beauty parlors inaccessible!

Always crowding and waiting everywhere, for everything.

These are the irritations that "get on your nerves." They can be prevented to a large extent by community action and cooperative planning by workers, employers and business men.

They must be prevented, if America's vital defense work is to go on without the sabotage due to frayed nerves.

Vital to morale in a democracy is confidence in leadership. People must respect and have faith in the President and also in the generals and admirals, the boss in their factory, and the policeman on the corner.

In a free America, such confidence in those who lead and protect us is based on abundant information.

"In democracy there can be no hold-outs," as Paul V. McNutt, Federal Security Administrator, said recently in a talk on morale. "America can give its people the facts."

Newspapers Giving Facts

Newspapers in America, free from censorship or imposed distortion of facts, give this information to the people as it is given nowhere else in the world.

If the growing immensity of the defense program should clog existing facilities by which the newspapers and the people obtain their information, new facilities must be set up and made available.

Teachers, libraries and many other groups are cooperating in conducting public forums and in making available newspapers, books, motion pictures, and other means for giving the public the information they need for their peace of mind.

In time of emergency, a fear is likely to arise that free discussion of public issues, free criticism of government policies and officials will undermine public confidence.

But this danger is recognized to be not nearly so great as that of any attempt to bridle free discussion. As often as questions of government policy are raised, they should be patiently and clearly explained. It is not equally easy for every citizen to learn the meaning of what is being planned and done. But

such understanding is essential to public morale and confidence.

When the rapid changes in the swiftly shifting political scene make necessary changes in policy, the public should be carefully prepared for them. There must be no surprises. No lightning, overnight about-faces. The individual citizen must be able to anticipate new moves on the part of the nation. He must be mentally adjusted to them in advance, or he will be hopelessly confused. And confusion rapidly leads to loss of morale.

Broadcasting of information about national strength and weaknesses, encouragement of free discussion and expression of unfavorable as well as favorable opinion, and advance warning of national policies—all these are handicaps to a nation in a warring world from the military point of view.

But all are essential for the peace of mind, confidence, and morale of the people.

Balance Both Interests

The two interests must be carefully balanced so that neither is unnecessarily sacrificed for the other.

Defense of the spirit of America demands that each man, woman and child keep a feeling of importance as an individual.

War and military preparations have a tendency to drown out the individual in the urgency of looking after group interests. But individual plans and needs

must not be completely submerged. Individuality is important to morale.

It is partly for this reason that the Army in its classification is giving each selectee a long and careful interview. They do not want to disrupt personal plans and goals any more than necessary. They want to further a man's vocational career if they can. The selectee cannot pick the job he prefers in the army, but army officials are doing what they can toward placing men according to individual experience and skills.

The sacrifices of personal interest of civilians should also be softened as much as possible.

Efficiency Plus Satisfaction

Recognition of special abilities and talents is one way in which the individuality of the civilian contributing to defense can be respected and preserved. And it makes for efficiency as well as morale to place each man where he can contribute most to the nation's welfare.

In a democracy, the state exists to protect the rights and interests of the individual. Here, each person must be permitted and encouraged to be himself.

He is allowed the maximum of freedom to come and go as he pleases and as his employment and finances permit. He chooses his own associates, makes his own selection of ways to spend his leisure.

So far as possible he must be given his own choice of the possible types of



VOICE RECORD

A continuous record of prolonged microscopic observations is achieved with great ease by Dr. J. W. Miller of the National Institute of Health by this clever combination of apparatus. The mouth-piece of a voice recording machine is placed in front of Dr. Miller so that he may speak into it without moving his head or eyes. The elbow pads and hand position controls are conveniences for prolonged observation.