

But in this period of emergency business must give more than equipment. It must give men. Machines without trained men would be as useless as men without machines in modern warfare.

Therefore, it is essential that the business men of Maryland realize that it is a paramount duty to see to it that every National Guardsman in their employ is free to attend the three weeks summer training period that begins August 4th.

These men must be permitted and encouraged to entrain with their units for the great First Army maneuvers. Work schedules may be upset—key men may be absent from their posts for three weeks—temporary employees may be required while the National Guardsmen are away. These things are entirely beside the point, once it is realized that the safety of the Nation itself may depend upon how effective these citizen soldiers are trained.

It is not my purpose to lecture the business men of Maryland on their duty to the Country. Where that duty has been recognized, they have always been among the first to respond, regardless of the hardships involved. However, as Governor of the State of Maryland, I would be remiss in my duty if I neglected this opportunity to point out, to stress and stress again the vital role that must be played by the business community in the success or failure of our training program for national defense.

I hope and believe that the regiments of the Maryland National Guard will march off to the First Army maneuvers with full ranks; That no man will be left behind tending a machine, keeping books, or going about the business of civilian life because his employer tells him, "sorry, but we can't spare you now. We're rushed with work."

But I am confident there will be no such men. I am confident that the patriotism of the employer will match the patriotism of his employee; that in this national crisis *all* of the people of Maryland will stand shoulder to shoulder in the performance of their respective duties; and that the spirit of patriotism and sacrifice that has burned so brightly in our State since the days of the War for Independence, has grown no dimmer with the years.

It is a source of deep gratification to me to be called the Governor of Maryland—but it fills me with a sense of humility, and something more than gratification to be called the Commander-in-Chief of the Maryland National Guard.

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## "IS THE PRESENT RELIEF PROGRAM—FEDERAL, STATE AND LOCAL—ADEQUATE AND EFFECTIVE?"

Governors' Conference, June 3, 1940

Duluth, Minnesota

**T**HE American people, during the past decade, have been brought face to face with a relatively new problem. This problem not only has been of absorbing interest to executives and administrators of public affairs but the people generally have become conscious of its significance and implications. It has crowded many other questions off the domestic stage. I refer, of course, to the all-important question of relief.