

shall be punishment to fit the crime—and maybe a little more for good measure.

In the meanwhile, however, there is this night—this blackout—that is known as total war. Total—because it spares nothing; total—because it threatens everyone. We who are mobilized for the direction of Civilian Defense have responsibilities not less vital than those of officers in the field and on the seas.

True our mission is largely that of defense, for we leave it to the armed forces to do the striking back. Our victories at home will be of a less spectacular nature. True, we must be willing to “take it” without the satisfaction of “dishing it out.” But these are differences in detail only—not differences in aim and objective.

This is a war to protect the American home—we at home shall be fighting it. This is a war to turn back invasion—we at home shall be facing that invader, be hearing his thunder, be receiving his fiercest blows. And as the soldier looks to his officer for example and instruction, so does the civilian look to each of us in our separate capacities for leadership—that is to say, for cool courage and calm decisions no matter what the situation.

These being the peculiar circumstances under which we meet today, let us look closely at the job in hand. Two things surely we must have in order to deserve the leadership we have undertaken to give. First, our organizations must have efficiency. Second, our organizations must have morale. Without the first, the second cannot long survive. And without the second, the first will soon dissolve into nothingness.

Efficiency and morale. One could use those terms glibly enough during the period of “IF.” Today and from now on our actions do most of the speaking. Efficiency is going to mean time and trouble. It is going to mean big and little sacrifices. Each one of us here is going to do with less sleep than he likes to get. Each and every one of us is obliged to put aside certain pleasures and recreations. I can go still further and say that we are under the pressing necessity to borrow hours and energy from our offices, our businesses and our home lives in order to do our jobs in realistic defense.