

DICKINSON COUNTY HISTORY -- FORD MOTOR COMPANY – GLIDER PRODUCTION AT FORD PLANT

[Compiled and Transcribed by William John Cummings]

Iron Mountain News, Iron Mountain, Dickinson County, Michigan, _____ Year, Number _____ [Friday, October 30, 1942], page 2, column 2

First Glider Passes Army Test At Detroit

DETROIT, Oct. 30 – (AP) – The Ford Motor company announced today it would manufacture gliders for the Army at one of its plants in the Upper Peninsula of Michigan.

The first completed glider, 52 feet long and designed to carry 15 fully equipped soldiers, recently was put through successful tests at the Ford airport by Col. Frederick R. Dent, Jr., director of the Army glider development program, and Major Bruce B. Price, director of the glider unit at Wright Field, Ohio.

At the Upper Peninsula plant hundreds of woodworkers formerly engaged in making Ford station wagons will work on the glider parts.

Iron Mountain News, Iron Mountain, Dickinson County, Michigan, _____ Year, Number _____ [Saturday, October 31, 1942], page 3, column 1

Army Glider Approved In Test Flight

Detailed specifications of the Army glider to be made by a Ford Motor company plant “in the Upper Peninsula of Michigan” are contained in an Associated Press account from Detroit. Military censorship prohibits mention of the community in which the gliders are to be made.

Following is the account:

“DETROIT, Oct. 31 – (AP) – The Ford Motor company announced today it would manufacture transport gliders for the Army at one of its plants in the Upper Peninsula of Michigan.

“The first completed glider, designed to carry 15 fully equipped soldiers, recently was put through successful tests at the Ford airport by Col. Frederick R. Dent, Jr., director of the Army glider development program, and Major Bruce B. Price, director of the glider unit at Wright Field, Ohio.

15-Minute Trial

“The motorless ship was cut loose from an Army transport plane at 8,500 feet, and floated over the airport for 15 minutes before landing.

“At the Upper Peninsula plant thousands of woodworkers formerly engaged in making Ford station wagons will work on the glider parts. Fixtures used in assembling the first glider here were shipped to the Upper Peninsula for use there.

“The gliders have a fuselage 52 feet long, a wing-spread of 84 feet and a weight of approximately 3,000 pounds. Built around a framework of tubular steel, the wings are of airplane spruce and mahogany plywood. The outer surface is coated with a cotton fabric.”

Iron Mountain News, Iron Mountain, Dickinson County, Michigan, Volume 22, Number 276 [Saturday, March 6, 1943], page 3, columns 1-2

Conversion Of Ford Plant To Gliders Was Huge Project

(This is the first of a series of stories prepared by the Ford News Bureau, Dearborn, Mich., on the activity at the Iron Mountain plant of the Ford Motor company.)

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[Compiled and Transcribed by William John Cummings]

This snow-clad Upper Peninsula town, founded in 1879, a year after the discovery of the old Hughitt iron mine, today paradoxically looks to wood as its contribution to the war effort.

One populated by Cornish, Irish, Finnish and Italian miners, the hill-cradled town now boasts more woodworkers possibly than any American community its size. Employed for years in the building of Ford station wagons, the craftsmen are at work today building broad-winged invasion gliders for the United States Army.

Start of a Mining Town

Set in a thumb of land prodding into the side of Wisconsin, the town started building its economic foundation two generations ago on the discovery and exploitation of the Hughitt mine, the Chapin vein and the Ludington mine. With the enlargement of these diggings and the opening of others, Iron Mountain boomed. Hundreds of miners moved in, new buildings were added, and the town became a recognized incorporated community.

Through the following decades, despite the coming of the railroad and other businesses, mining remained the town's chief source of livelihood. The residents thought that iron always would be the essential economic factor in the life of the town.

Early in the 1920's, the town began to wonder whether iron still could be depended on. In 1932, the Chapin mine, largest in the area, closed permanently.

In 1921 the Ford Motor company moved into the Upper Peninsula, opened a sawmill and later erected a huge woodworking plant. Business improved as thousands of men took their places at woodworking machines.

From then on the fortunes of Iron Mountain were tied up with the plant. When production fell off, due to re-styling of autos

or economic breakdowns throughout the country, the townspeople wondered if wood, too, would peter out, like the iron.

Work Was Halted

Shortly after Dec. 7, 1941, the huge plant stilled most of its machines. War had disrupted its production of Ford station wagons. Wood apparently had failed also as an economic solution.

Idle months followed idle months. Woodworkers packed up their belongings and shifted to war-booming cities. Others left their families and sought employment elsewhere.

Then late in the summer word of big doings swept through the town.

"The plant's going to build gliders. The plant's going to open. We're going back."

For a month crews of workmen toiled in the buildings of the Ford plant. From one building all machinery was removed. In another more than two-thirds of the equipment was dismantled. In a third structure space was cleared for manufacture of huge boxes in which to ship glider parts.

Almost daily shipments of glider fixtures arrived from Dearborn. New conveyer systems, air-conditioning units, quantities of spruce and mahogany plywood.

Then men in increasing numbers began trooping back to the plant. Machines began humming again. Streets rang with voices on Saturday evenings. Wood had not failed.

Attitude of Town

Present attitude of the town is best expressed by one of the woodworkers now back at his machine:

"It's nice to be working with wood again – especially when you know it is being used as a weapon against your enemies."

"Making gliders is doing a lot for this town. First, it's making a living for a lot of fellows, and second, it's giving us a lot of pride. We thought we were going to be

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shut out of the war effort. Oh, of course, our sons and neighbors have gone to war, but those of us who have to stay home – we thought we would have to sit this war out. Now, we are in it. Our gliders will carry troops on raids on the enemy. Maybe they'll carry our own sons.

“We'll never read about American gliders without wondering if they were made at Iron Mountain.”

Conversion Was Huge Job

Transport glider production, now well under way here, was preceded by a giant conversion program.

In order to set the stage for more than 4,000 Ford-designed jigs and fixtures, Ford war workers stripped all machinery from two vast buildings and ripped out part of the equipment of another.

Among the units removed for the duration were Lindermans, which build narrow boards into broad ones; double end tenders, for cutting stock; automatic shapers, high speed molders, stickers, scroll saws, mitre saws, boring machines, single edge knife tenders and single end saw tenders.

Building One of the plant, used exclusively in peace-time for the assembling of the Ford station wagon, was emptied of equipment, blower and conveyor systems being removed as well as woodworking machines. Out of 300 units in Building Three, which had been used for making of station wagon and truck body parts, less than 100 remained after the war-inspired renovators were through. Conveyor systems also were dismantled in this structure.

Out of Building Two, the interior of which is a bewildering clutter of woodworking machinery, 60 machines were taken to clear space for the assembling of glider shipping boxes.

Much of the peacetime equipment remaining in Building Two is used for the

manufacture of floors and tables for the Ford bomber plant at Willow Run; wood shelving for Ford war plants; wooden parts for jeeps, stake and cargo truck bodies, and wooden stock trays.

Many Other Changes

Later changes in the buildings included the installation of new conveyor systems, enlarged air-conditioning systems, spray paint booths, and a humidifying system, used to maintain government specified moisture content in wooden glider parts.

Completely re-tooled, Building One – in which tower lines of steel fixtures – houses hundreds of workers now building and assembling broad inboard and outboard wings and other glider parts.

Linked by conveyor to Building Three, Building One is used for the final assembly of the fast-growing fleet of gliders. At one end of the latter structure, dry kilns are used for tail assemblies and storage rooms. Center section of the structure is used for the doping process, in which painters coat the glider fabric with weather-resistant preparations. Dominating one room are two large spray booths, in which glider parts are wheeled for painting and camouflaging.

More than half of the building is used for the final assembly of the gliders. Here radio and steering equipment are installed, wheels and landing gear attached, and completed glider sections assembled into finished motorless transport planes.

Final work carried on in this section is the dismantling of planes following inspection and the placing of the parts in cottage-sized boxes for shipment to Dearborn.

Iron Mountain News, Iron Mountain, Dickinson County, Michigan, Volume 22 Year, Number 277 [Monday, March 8, 1943], page 2, column 1

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[Compiled and Transcribed by William John Cummings]

Principles Of Mass Assembly At Ford Plant

(This is the second of a series of articles prepared by the Ford News Bureau on the construction of gliders at the Iron Mountain plant of the Ford Motor company.)

The principles of automotive mass assembly have been adapted in the manufacture of troop-carrying gliders.

Unequipped six months ago for the vital war task, the Ford woodworking plant here, in peace-time home of the Ford station wagon bodies, today is a vast war industry, turning out Army gliders.

Faced with a giant conversion program before it could launch its glider-making schedule, the Ford Motor Company late last summer swept two buildings clean and dismantled part of the equipment in another.

Out of one building it lifted Lindermans, which fashion narrow boards into wide ones; automatic shapers, high speed molders, stickers, scroll saws, mitre saws and boring machines. Out of another structure conveyor and painting units were ripped. A third building was cleared for making glider shipping cases.

Where peace-time equipment once stood are thousands of Ford-designed jigs and fixtures. Building One, which had been used for station wagon assembly, was converted into three sections, one for final assembling. In Building Three fixtures were erected for the assembling of wings, tail sections and other major glider parts.

Several Departments

Today the glider assembly system spreads through the buildings like fingers of an open hand. The thumb is Building One, where the steel fuselage skeleton structure

is equipped with fairings; where fabric is doped and painted, and gliders are finally assembled. Three fingers represent Building Three, where inboard wings, floors, fairings, dorsal fins, ailerons, skins, rudders and fins, doors, door frames, elevator and stabilizers are made and assembled. The smallest finger hooks into Building Two where the huge shipping crates are made.

[The] Bulk of the glider fabrication is done in Building Three. Hundreds of skilled woodworkers daily handle hundreds of thousands of parts which give form to glider sections.

Speeding the gluing of the thousands of wooden glider parts in this building are Ford-designed fixtures, using a radically new method to cut drying time from six to eight hours to less than 10 minutes.

Set into the fixtures are networks of rubber tubing, which contact glue joints of the parts being assembled. Linked to the building's heating system, the rubber veins swell and dry the glue through the application of heat and pressure.

Although the quick-dry method is used mainly in the fitting of plywood skin to the wings of the glider, it also is successfully employed in gluing ribs, stringers, bulkheads, stiffeners and other structural parts.

In another drying process, it is combined with electric jigs to quick-dry glider parts in the fixtures. The shoe-like electric clamps grip glue joints at the exact spots to be dried, while the rubber tubing contacts those areas where plywood skin has been added.

Independent Units

To telescope the time of manufacture, the various phases of assembling have been assigned to groups of independent units. The completed products of most of these crews move systematically to the main wing assembly line, where sub-assemblies are joined and plywood skin

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applied. Other sub-assemblies roll on monorails to the fairing and dope rooms, where they are prepared for final assembly.

To the fairing rooms, which once served as drying kilns, first come the prefabricated steel skeletons of the fuselages. As they arrive in these long corridors, the steel tubing is inspected and then the fairing job is started. Floors, spruce and mahogany plywood crossmembers, skids, door frames, hardware fittings and other parts are attached and the fuselage sections move on into the adjoining dope room.

Adjoining the final assembly section, the dope room in which glider fabric is treated and camouflaged, receives everything manufactured in other departments. Dominating the room are two broad spray booths, in which masked, hooded war workers spray protective coats on virtually every part of the glider. Last job performed in this room, before the glider moves ahead is the spraying on the white star of the United States Army Air Corps.

In the final assembly room, the 20 major glider parts are merged into a broad-winged troop carrier. Joined together are the three sections of the fuselage, seven epennage parts; four wing sections, two ailerons; two V-struts, and two landing gears, one for training, the other for combat. During the assembling of the glider, pilot equipment also is installed in the cockpit and plexiglas is fitted into the nose.

Once completed, the glider is inspected by the Government and the Ford Motor Company.

Immediately following approval, the glider is dismantled, fitted into huge crates, and then listed by crane into long trucks, the same carriers as are used to transport B-24 assemblies from the Ford bomber plant at Willow Run.

At the Ford Dearborn airframe building the glider is reassembled, manned by Army pilots and towed by plane to Army airfields.

Iron Mountain News, Iron Mountain, Dickinson County, Michigan, Volume 22, Number 278 [Tuesday, March 9, 1943], page 3, column 1

Steam Speeds Production Of Gliders

(By Ford News Bureau)

Waste steam, piped through an ingenious network of flat rubber veins, speeds the production of invasion gliders at the Ford station wagon plant here.

Utilized by Ford engineers to produce heat and pressure, the steam is channeled through rubber tubing to hasten the almost countless gluing operations essential to the fabrication of the broad-winged, 15-place transport gliders.

Through its application, gluing processes which once took six to eight hours, now are finished in less than 10 minutes.

Although steam is used mainly in the process which cements the mahogany plywood skin to the various sections of the glider, it is also combined with electricity to glue in ribs, stringers, stiffeners and other major and minor structural parts. Electrical heat is applied through a variety of jigs, which firmly clamp the glue joints and heat them into a virtually unbreakable union.

An Innovation

An innovation in the assembling of gliders, the rubber-tubing system of glue-drying is designed primarily to speed the job of fabrication wing sections, dorsal fins, rudders and tails of the aerial troop carriers. It is used in fixtures conceived by Ford engineers.

Experiments which resulted in devising the novel glue-drying method were first

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carried on at the Ford airframe building at Dearborn. It was there that Ford engineers assembled the first Ford-made glider.

To launch the Ford glider-making program, automotive engineers invaded unfamiliar territory to design more than 4,000 jigs and fixtures for the mass assembly of winged carriers.

Produced by Ford shops and many outside firms, the fixtures were tested in the summer of 1941, during the creation of the first Ford glider at Dearborn. Once found satisfactory, they were dismantled, packed and shipped to Iron Mountain. Even before the initial glider was flight-tested at Dearborn Airport, many of the fixtures were in place at the Ford Upper Peninsula plant.

Today, the fixtures, many of them giant steel structures, stand in orderly rows in the methodic maze of machines spreading over the auditorium-like interior of Building Three of the vast Ford plant here. To them move with heartening regularity sub-assemblies fabricated in other parts of the high-ceilinged workshop.

Electric Clamps

Almost as time-diminishing as the rubber tubing are the electric clamps used to dry glue joints. Roughly shoelike [*sic – shoe-like*] in shape, these hot plates also cut hours from gluing processes. In one operation – in which wing sections are joined – drying time is reduced from five hours to 30 minutes. In this gluing job steam also is used.

According to Ford engineers, rubber tubing, which now is used in about 30 per cent of the fixtures, is ideal for glider assembling. Not only does the tubing dry glue rapidly, but, by applying a constant pressure of 10 pounds per square inch on the glue-joint areas, smooths out any irregularities of surface marring the plywood skin.

Iron Mountain News, Iron Mountain, Dickinson County, Michigan, Volume 22, Number 279 [Wednesday, March 10, 1943], page 3, column 3

Inventive Brothers At Ford Plant

(By Ford News Bureau)

Adolph and Morton Grimord, inventive brothers of Iron Mountain, are fighting the war by making industrial machines safe for the war worker. They are doing it at the Ford glider plant here.

Ace trouble-shooters – Adolph, 64, in peace-time was foreman of the electrical crew; Morton, 61, foreman of millwrights – the pair have dedicated almost half of their lives to the designing and making of industrial safety devices.

Now, with Ford woodworkers busily engaged in doing precision work for invasion gliders, the brothers spend most of their work hours installing safety guards of their own devising. Their principal device is attached to a shaper. Working electrically, it protects machine operators from injury.

Safety Device

“We’ve fooled around with inventions most of our lives,” Adolph said, “but it was not until 1925 we really hit on a fool-proof safety device, an electric one. Previously we had made a mechanical one, which worked good but could be improved.

“In 1925 we started installing our electric safety guard. When the operator takes stock off the machine the guard closes. The machine goes into operation again when the stock moves a jig that passes over the button which brings up the guard again. We figure we saved many a finger with that machine.”

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Morton said he did not know of another job that would give him greater pleasure.

"We feel like we are helping in the fight," he said, "by keeping the worker on the job – with two good hands."

A good deal of their experimentation is carried on in a small shop in the rear of Adolph's home. Adolph has been with the Ford Motor company since 1920. Morton joined the organization two years later.

Adolph, who has three boys in the Army, said that Adolph isn't such a bad name.

"It's just a case of the wrong man wearing it," he said. "One of these days we're going to change that other guy's name to mud. Then Morton and I can get back to a pip of an invention we have."

Iron Mountain News, Iron Mountain, Dickinson County, Michigan, Volume 22, Number 280 [Thursday, March 11, 1943], page 3, column 1

Aged Workers Do Bit At Glider Plant

(By Ford News Bureau)

"Let them call this a young man's war. Maybe it is – overseas. But it's an old man's war up here."

Seventy-two-year-old Bill Campbell turned away from his drill and swung his right hand, scythelike [*sic – scythe-like*], to take in the machine shop of the Ford glider plant here.

"Look around. Every man is an old-time machinist with almost every one having 20 or 30 years of work behind him. In this town the middle-aged have gone to war."

Oldest of the hundreds of gray-haired men in the huge Ford woodworking plant, Bill Campbell today is drilling small metal fittings for the Army's invasion gliders.

A simple job for a man who has been a master mechanic a good part of his life, it is a task that Campbell is proud to do.

Pushing back the black, shiny-peaked mechanic's cap from his forehead, Campbell gazes at the crane rolling overhead.

"Got only two boys, adopted. Roland and Robert Straight. A fine pair of boys," he said. "Roland, a corporal. Bob, who's in the Navy, has been torpedoed. He's up north someplace now. They're doing the young man's share. An old man's got to do his. I'm doing my shooting with this drill."

Another Old-Timer

Another old-timer on the job is 61-year-old Andrew Sundin, who occupies a work bench near Campbell's.

Seventeen years with the Ford Motor company and now engaged in making glider tools and jigs, Sundin has gone all-out on the war effort. He has given up his hobby, gunsmithing, for the duration. The elderly mechanic is rated the finest gunmaker in the Upper Peninsula.

"What's the use of fooling around with guns for hunting when there's more important work to do," Sundin said, looking up from a fixture pattern.

"When the war is over I'll open up my gun shop behind the house and start fixing guns again. The only guns that count now are those in the hands of our boys over there. I'm helping make gliders now."

Sundin, according to Upper Peninsula hunters and guides, can take a gun of any make and condition and machine it into perfect order.

Employee [*sic – Employee*] 27 Years

A Ford employe [*sic – employee*] for 27 years, Angelo Wentarmini, lone blacksmith in the glider plant, also has strong views on the role of middle age in war.

"My boy, George, is a naval aviation mechanic," Angelo said, stirring powdered coal into a ruby glow. "He wants to strike

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his blow for democracy. And so do I. I'm making small parts for glider fixtures and tools. It gives me a warm feeling to think that some of my work is helping fight the war.

"Look around Iron Mountain," Wentarmini added, "and see how many youngsters are around."

"Most of them are gone," he commented. "They're in uniform. The old boys are carrying on in the shop."

It isn't only in the machine shop that old-timers are found. In Building One, where the invasion gliders are assembled, in Building Two, where wood-working machines turn out wooden parts, and in Building Three, where glider wings are fabricated from thousands of parts, the gray-haired men are at work.

In the three buildings, where hardly more than a year ago Ford station wagons took shape, men of 50, 60 and some of 70 years of age, *[sic]* toil long hours.

Even on the balcony overlooking the final assembly of gliders the oldsters are found. Here, a sprinkling of white-haired men, some of whom served as lumberjacks in their youth, work at sewing machines, cutting and stitching fabric for the troop-carrying gliders.

"While we have made no survey to find the average age of Ford glider plant workers," a Ford official said, "we estimate that the average worker here is well over 40 years of age. Every one is a skilled worker. Almost every one of them has given most of his life to woodworking. But never have I seen them work with the enthusiasm they show now. Insofar as they are concerned, they are in uniform – fighting the war on a home front."

Iron Mountain News, Iron Mountain, Dickinson County, Michigan, Volume 22, Number 282 [Saturday, March 13, 1943], page 3, columns 5-6

Ex-Woodsmen Cut Fabrics For Gliders

(By Ford News Bureau)

Ex-lumberjacks man sewing machines at the huge Ford woodworking plant here, to speed production of invasion gliders.

The nimble-fingered huskies, a number of whom have spent the greater part of their lives as woodsmen, cut and tailor tough cotton fabric for the wings, rudders, dorsal fins and fuselages of the 15-place troop transports.

The sewing room in which they operate is a well-lighted loft suspended over the final glider assembly line in Building One of the sprawling plant. As they stitch, the one-time woodsmen can gaze down as completed gliders are given the finishing touch.

Two-thirds of the long loft is occupied by tables and sewing machines. The rest of the room is used by cutters who knife out cloth in various shapes and sizes to fit the many outer sections of the broad-winged gliders.

The metamorphosis of lumberjacks into sewing machine operations was necessitated by a pressing demand for finished glider fabric.

"When we switched from making Ford station wagons to troop gliders," a Ford plant official said, "We found that most of us had to tackle jobs we never had handled before. Woodworkers became fuselage assemblers. Upholsterers became painters. Lumberjacks became tailors.

"Since it was not possible at the time to get trained sewing machine operators, we decided to try some of the boys employed around the plant. The experiment worked."

Work On Other Jobs

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According to the official, the men spend only part of their time at sewing machines.

“When we get enough finished fabric ahead,” he said, “The boys go back for other jobs, painting, assembling, woodworking and fitting the fabric to fuselage and wing sections.”

Women eventually may fill the sewing jobs, the official added.

“We needed operators right away at the time we got the men at the machines. The idea was to get the war job moving. And it is.”

Another ex-woodman in the sewing room is Frank Janowitz. A tall, strapping specimen, Frank wields a vertical knife most of the time, cutting out glider coverings. Working with him is Walter Larson, who made Ford station wagon seats in peacetime.

Louis Ferzacca, another of the industrial tailors, once worked in the woods handling a long-hauling tractor. Louis Cini, his work companion, was a shoemaker.

“I’m still a shoemaker,” Cini said. “Still got my own shop. But I’d rather do this. After all, the fabric is a mighty important part of the glider.”

Iron Mountain News, Iron Mountain, Dickinson County, Michigan, Volume 22, Number 283 [Monday, March 15, 1943], page 3, column 6

Touch Of The Tropics In Ford Building

(By Ford News Bureau)

Although icy blasts race through the snow-clad streets of this Upper Peninsula town, Some of the Ford Motor Company war workers enjoy almost tropical weather, with temperature at 75 and humidity at 55.

The manufactured weather is confined to Building Three of the Ford glider plant. In this structure plywood and spruce wings, rudders, dorsal fins and noses of gliders are fabricated.

Tropical warmth is achieved through the use of humidifiers, large cylindrical devices which atomize steam and whirl it in a fine spray above the heads of hundreds of workers.

Comfort of the war workers is only a secondary reason for summer levels. *[The]* Primary purpose is to maintain government specifications for the moisture content of the finely finished wooden parts and plywood skin going into the troop-carrying gliders.

Iron Mountain News, Iron Mountain, Dickinson County, Michigan, Volume 22, Number 285 [Wednesday, March 17, 1943], page 1, columns 1-3

Fifteen-Place Glider Produced At Ford Plant Here

[Above 3-column photograph with caption below.]

Towed by an Army plane, the Ford-made glider[,] pictured above, takes off from the Ford Motor company airport at Dearborn, Mich. This is one of the gliders being made at the Ford plant here, shipped to Dearborn, and flown from there to glider depots. The cable from the glider to the towing plane is visible. (Turn to Page 3 for a full page of pictures on the production of the 15-place ship at the plant here, and Page 8 for guide to pictures.)

Guide for Picture Page

Below are descriptions of the Ford Motor company glider pictures appearing

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[Compiled and Transcribed by William John Cummings]

on the opposite page. Pictures are numbered, 1 to 14, as follows:

1. These four men are assembling floor and fairing to the center fuselage of the glider. The workmen are, left to right, Carl Ziebrath, Fred De Molin, Laurence Bishop, George Weaver and Attilio Valenti, expert woodworkers in peacetime.
2. Harold Tippett and Jacob Graffit are shown assembling hardware to the stabilizer of a Ford-made glider.
3. Foreman Bart Rehn is instructing workers on the rudder line of the Ford glider plant. Rehn, in light shirt, has hand on rudder.
4. Hardware goes into a Ford glider. This picture shows Emmett Lough assembling hardware to the door frame of one of the gliders.
5. Details are important in the manufacture of Army gliders. Harold Bessey, left, and Edward Fetterly assemble the tail fairing of one of the 15-place Army ships.
6. Bill Campbell, 72, oldest employe [*sic – employee*] at the Ford glider plant, is shown at his machine drilling glider fittings. A Ford employe [*sic – employee*] for 21 years, Campbell is proud to be adding his skill to the war effort. Two adopted sons of the master mechanic are in the service, one overseas.
7. Martin, 61, and Adolph Grimord, 64, inventive brothers who have dedicated their lives to making [*the*] wood industry safe for workers. Ford employes [*sic – employees*] for many years, the two now install work safeguards of their own devising on machines at the plant here.
8. Trapper Peter Provost, above, who has spent most of his life trapping in Dickinson, Marquette and Iron counties, is helping to build gliders for the Army. He is shown examining the star insignia on one of the gliders. Pete, who has trapped bears, bobcats and wolves, says he wants to help build gliders to get “Nazi skunks.”
9. These workers are assembling nose ribs to the spar of the outboard wing of the 15-place glider. Workers are, left to right, Zepherance Avery, Charles Dallatore and Henry Tennerman.
10. This is a glider pilot’s view of the plane that tows him to his destination. This photo was made over the Ford airport at Dearborn, Mich., where Iron Mountain-built gliders are delivered to the Army.
11. Woodworkers lined up getting glue – not soup – in this picture. Ladling it out is George Goodchild. Glue is used to join plywood skin to glider wings and other sections, and also to unite ribs, stringers and other structural parts of the troop-carrying ship.
12. Morris Gorrell is paint-spraying the Army star on one of the gliders built here. Following this operation, [*the*] fuselage section is moved forward to final assembly.
13. Here are 15-passenger troop-carrying gliders lined up at the Ford airport, Dearborn, Mich., where they are assembled and tested prior to acceptance by the Army. Built at the Iron Mountain plant, the gliders are shipped, “knocked-down,” in huge trucks to Dearborn.
14. Another of the old-timers who believe that graying men should give their best to the war effort is Andrew Sundin, famed gunsmith, shown at work in the machine shop.

IRON MOUNTAIN IS GRATEFUL TO THE FORD MOTOR COMPANY

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FOR NEW LIFE AND AN OPPORTUNITY

This community is grateful to the Ford Motor company for a war industry which, coming when the industrial future of the area was threatened, brought new life, new spirit and new hope to thousands of anxious families and to the district generally.

We are grateful for the courage and enterprise of a Ford management which, in full confidence of the men behind it, fought doggedly for this activity, that the community might not be counted out.

We are grateful for the opportunity given the men of our community – workers at the Ford plant – to show what they can do in a new field and in the nation-wide war effort. We believe their record will compare favorably with any industrial unit in the country, of comparable size, and exceed that of most.

This community begged for this chance. It is glad to get it. We believe the men of our town will not fail. They will make gliders – better and faster than they have ever been made. They did it with Ford cars and trucks. They did it with station wagons. They will do it with gliders.

There is a great measure of satisfaction in a good job, well done. The Ford management here and the Ford Motor company may well be satisfied with their part in getting the work here. Similarly, the Ford workers may be satisfied with their response to that effort, for by pitching in, whole-heartedly, to turn out the goods, they, too, are meeting their obligations, and doing it well.

A town is only as good as the people in it. We believe this town has what it takes, and with the Ford spirit behind it, we cannot fail.

Our appreciation to the Ford Motor company for this chance.

City of Iron Mountain

Iron Mountain News, Iron Mountain, Dickinson County, Michigan, _____ Year, Number _____ [Wednesday, June 21, 1944], page 1, columns 6-7; page 2, column 1; page 2, columns 2-3 [PHOTOGRAPHS OF SPEAKERS FOR “E” AWARD]

Henry Ford II Here For ‘E’ Award Presentation

Favored by fair weather, the C-45 Beechcraft, twin-engine cabin ship, carrying Henry Ford II, executive vice-president of the Ford Motor company, and others of his party, to the Army-Navy “E” award presentation here at 3 this afternoon, arrived at 10 this morning at the county airport, after an uneventful three-hour trip from Dearborn, Mich.

In the plane, besides Mr. Ford, were Lieut.-Col. P.G. Hart, resident representative of the Army Air Forces at the Ford-Rouge plant; John W. Thompson, director *[of]* public relations, Ford Motor company, and others. Raymond R. Rausch, company director, and James Brady, associated for many years with the company, arrived here this morning, by automobile.

The ship carrying Commander A.M. Cohan, commander of the Naval barracks, situated at the Rouge plant, and Lieut. Raymond E. Coppengen, U.S.N.R.,

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[Compiled and Transcribed by William John Cummings]

chaplain, Naval Training school, at Dearborn, arrived at 1 p.m.

Walter G. Nelson, superintendent of the glider plant here, headed the delegation which met the ship carrying Mr. Ford and party at the airport.

Mr. Ford and party were taken first to the Ford plant where, after a brief conference with Supt. Nelson, they toured the several departments of the plant, and saw, first-hand, the mass-assembly process of glider-manufacture. The young Ford executive and his associates were clearly impressed with the swift-moving production picture, and said later it was clearly evident to them, as they followed the process and saw the men at work, why the Iron Mountain glider plant had been cited for the coveted "E" award.

Workers in the plant glanced up from their tasks as the tall, good-looking young grandson of the famous manufacturer passed along the aisles, stopping here and there to watch the process and to chat with the men at the machines. He missed no detail, and listened carefully as Manager Nelson and others briefly outlined each step.

Luncheon At Noon

Shortly after noon the visitors left for the Pine Grove country club where they were guests at an informal, noon luncheon. Frank J. Russell, club president, introduced each of the men, who responded briefly. E.S. Kingsford, son of the late E.G. Kingsford, who was the first Ford dealer in the Upper Peninsula, at Marquette, and later manager for the Ford Motor company in this area, commented on the development of the Ford interests in the region.

Following the noon luncheon the officials returned to the Ford plant and shortly before 3 p.m. took their places on the platform, decorated and flanked by two gliders, in the area near the main gate,

within the plant, for the presentation ceremony. Major Harvey Humphrey, public relations officer for the Army's materiel command of the Detroit area, was in charge of the ceremony, which was as follows:

Posting of the colors – Uren-Coop-
(Turn to Page 2, Column 1)

Henry Ford II Here For 'E' Presentation

er Legion post, Iron Mountain, and Carpenter-Clash post, Kingsford.

Master of Ceremonies – Major R. Harvey Humphrey, public relations officer, central procurement district, material *[sic – materiel]* command, Detroit.

Invocation – Lieut. Raymond E. Coppengen, U.S.N.R., chaplain, Naval Training School, Dearborn, Mich.

Remarks – Concerning the company, the employes *[sic – employees]* and the significance of the award.

Presentation of the Army-Navy "E" Flag – Lieut.-Col. Ernest W. Dichman, chief of the glider branch of the production engineering material *[sic – materiel]* command, Wright Field.

Acceptance of Flag – Henry Ford II, executive vice-president, Ford Motor company.

Band number – "Army Air Corps" Ford Local band.

Presentation of Army-Navy "E" Award – Commander A.M. Cohan, U.S.N., commanding officer, Naval Training School, Dearborn, Mich.

Acceptance of Award on Behalf of Employes *[sic – Employees]* – Alex LeGault, president, Local 952, UAW-CIO.

Employes *[sic – Employees]* accepting on behalf of all the men at the glider plant – Walter G. Nelson, superintendent; Alex LeGault, union president; Oscar W. Olsen,

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Ivan Brown, Reginald Quayle and John Colantonio, plant committee.

Raising of "E" Flag – Legion squads.

Assembly singing, "Star Spangled Banner," led by John Weber.

Details of the program, with comments by the principals, will appear in tomorrow's issue of The News.

Dinner Tonight

At 6:30 tonight, the Ford officials and Army personnel will be guests at a dinner to be given in the auditorium of the Kingsford village building. A few tickets are still available, according to Henry Wagner, village manager, and they may be obtained at the village building or chamber of commerce office.

[CAPTION UNDER PHOTOS: Here today to present and accept the Army-Navy "E" award for excellence in production, won by the men and women of the Iron Mountain Ford glider plant, are: Left to right above – Henry Ford II, executive vice-president, Ford Motor company; Raymond R. Rausch, director, Ford Motor company; A.M. Cohan, commander of the Naval barracks, situated at the Ford-Rouge plant. Left to right, below – Major Harvey Humphrey, public relations officer for the Army's materiel command in the Detroit area, chairman of the ceremony, and right, Lieut.-Col. P.G. Hart, resident representative of the Army Air Forces at the Ford-Rouge plant.]

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Ford Praises Glider Workers For Winning 'E' And Urges Continuance Of Fine Record

Praise for their effort in the achievement of the Army-Navy "M" award; a warning that greater demands lie ahead, and an earnest plea for continuance of the fine record attained at the Iron Mountain glider plant was expressed by Henry Ford II, executive vice-president of the Ford Motor company, in accepting the "E" flag at yesterday's impressive ceremonies at the plant here.

Mr. Ford's honest, straightforward appraisal of the critical days ahead brought enthusiastic response from the more than 5,000 persons who jammed the area about the brightly-decorated speakers' platform.

Introducing Mr. Ford, Major R. Harvey Humphrey, public relations officer, central procurement district, materiel command, Detroit, said:

"Our next speaker needs no introduction, insofar as you people are concerned. He seems in no way to have been handicapped by inheriting a great name. The grandson of Henry Ford, he is executive vice-president of the Ford Motor company and in this, his first year with executive reins, he is proving himself.

His Hobby Is Work

"Young, serious, with a great heritage, his hobby is work. Great things are expected of him. I met him some weeks ago at an Army-Navy 'E' award ceremony at the Ford General plant, Ypsilanti, where he represented management in accepting the award. I heard his modest, effective acceptance and was instinctively impressed.

"Having studied the record of the employes [*sic – employees*] of this plant, with your 100 per cent devotion to war work, 24 hours a day; your program of no rejections, conservation of critical materials, efficiency in changing over from peace to wartime production, introduction of new methods and low absenteeism record, it is easy to understand how, together, you people; Mr. Rausch, (general manager of

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[Compiled and Transcribed by William John Cummings]

the Ford Motor company); Mr. Nelson (superintendent of the glider plant) and Mr. Ford have earned the 'E' which your executive vice-president will now accept for management."

Significance of Day

Mr. Ford, at the outset of his acceptance, emphasized the significance of the day. "Today," he said, "is a big day for you, and I am proud to be here; proud to share in your triumph; proud to accept, for you, the coveted 'E' award which recognizes the excellence of your work on the home-front.

"I think it is particularly appropriate, too, that your award should come now, at one of the most decisive moments in history. Just two weeks ago, swarms of Allied planes nosed their way out of the fog over the English channel and swooped down over the coast of France. Behind them they towed giant stream-lined gliders. Those gliders carried a precious burden – our fighting men; your friends, brothers and fathers. Upon these men, dropped by glider behind the enemy's lines, rested the success of the entire campaign.

A Proud Day

"Today, it is known, a vast number of those history-making gliders were built by you men and women, right here in Iron Mountain. Yes, D-Day for you must have been a doubly proud day. It was a day that justified your painstaking craftsmanship. It was a day on which your handiwork brought our nation nearer victory and brought your men nearer home. It was the day on which the skill of the men of Iron Mountain brought honor to our company.

"Three years ago you were building station wagons. Your fine workmanship has made an art of it. Your ingenuity had given the Ford station-wagon an enviable reputation across the country. Then the war came. A new task was given to Iron

Mountain. You were to build a new air-borne type of station-wagon – the glider.

"Now, after two years in production, you have succeeded in making this the largest glider-producing plant in America. To this new job you have brought all the instinctive knowledge of your old craft. Coupled with this have been a sense of fine workmanship and a pioneer interest which have resulted not only in a better glider, but have produced new and noteworthy developments in fabrication technique.

Critical Days Ahead

"However, with the enemy in the west and east still unconquered, this third week of the invasion finds your efforts only briefly

(Turn to Page 2, Column 3)

Ford Praises Workers At Glider Plant

Filled. In the days ahead there are still more landings to be made, more beachheads to be established, more fronts to be extended. There will be further demands upon you. More gliders will be needed to carry out Allied strategy. In the light of these past two years I know you are prepared to face these demands.

"And so, today, I am proud to accept, in your name, this Army and Navy production award. I offer you my sincere congratulations, with those of the entire Ford Motor company, on this recognition of your spirit of cooperation, patriotism and skill."

Signed Many Autographs

After the program Mr. Ford remained standing in the hot sun for more than an hour, signing autographs for hundreds of persons – young and old – who crowded about him as he leaned against the

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platform, writing his greetings and signature in a firm, round hand. He chatted informally with several persons, men and women, about their husbands, sons and brothers in the service; about relatives now employed in the great plant at Rouge, and the bomber unit at Ypsilanti.

His easy, friendly manner, and the quick smile as he greeted those who gathered about him, won the crowd which cheered lustily when he was introduced, and when he had concluded his talk.

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5,000 See Glider-Plant Employees Accept “E” Award

More than 5,000 persons, including Ford workers and their families, jammed the enclosure near the main gate of the Ford glider plant yesterday afternoon to see Henry Ford II – tall, smiling grandson of the man who founded the great industry which bears his name – accept for the Iron Mountain plant the Army-Navy “E”, for excellence in war production.

The weather was ideal, dispelling fears aroused by a partly overcast sky during the morning. Early doubts about the arrival of Mr. Ford were swept aside at about 10 a.m., when the speedy, twin-engine C-45 Beechcraft cabin ship glided in over the plant towards the county airport, bearing the official party from Dearborn. The two-hour trip from the Ford-Rouge plant was uneventful.

After a tour of the plant, and a complimentary luncheon at the Pine Grove Country club, Mr. Ford, Army and Navy officials, glider plant representatives – officials and workers – gathered near the

specially-constructed platform shortly before 3 p.m.

The dais was brightly decked with flags and bunting and flanked on either side by a Ford glider, products of the local plant. The program was opened by the band of Ford Local 252, UAW-CIO, led by John Minella, which played several selections during the afternoon.

Photographers roamed about the grounds, snapping the official party in informal poses, and “shooting” the crowd. Motion pictures of the ceremony were also taken by representatives of the Ford News Bureau, at Dearborn.

Crowd Gathered Quickly

The spectators’ area filled quickly as crowds streamed through the gates, where programs were given out, and workers of the afternoon shift poured across the yards towards the speakers’ stand.

John Weber led the singing of “America, the Beautiful,” at the start of the program, and Legionnaires of the Uren-Cooper and Carpenter-Clash posts, Iron Mountain and Kingsford, posted the colors.

Major R. Harvey Humphrey, public relations office, central procurement district, materiel command, of Detroit, as master of ceremonies, introduced Lieut. Raymond E. Coppenger, U.S.N.R., chaplain, Naval Training School, Dearborn, who gave the invocation.

Honor Guests

Major Humphrey presented the honor guests on the platform, including Col. Paul Kemmer, chief of the Aircraft Laboratories, engineering division, headquarters, materiel command, Wright Field; col. M.E. Bradley, chief of airplane projects, headquarters, materiel command, Wright Field; Lieut. V.G. Almert, U.S.N.R., Naval Air Station, Grosse Isle, Mich.; Lieut. Col. Percy Hart, Army air Forces resident representative at the Rouge-Ford plant; Maj. N.W. Wiedenheimer, engineering division Halson

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section, Army Air Forces, materiel command; Capt. George Holta, Army Air Forces resident representative at the Ford glider plant here; Ivar Anderson, mayor of Iron Mountain, and in charge of construction at the glider plant; Ludwig Evenson, president of Kingsford village; John Thompson, director of public relations, Ford Motor company, and others.

Special recognition was given Raymond R. Rausch, general superintendent of the Ford Motor Company. An employe [*sic – employee*] of the company since 1921 he has served, successively, as tool-maker, draftsman, assistant in charge of mechanical design, chief of the salvage division and superintendent of the Rouge plant, before being named general company superintendent.

The “E” Award

Of the “E” award, Major Humphrey said, in part: “I know of no ‘E’ award that has been granted at a more timely moment. With the invasion of Europe, the newspapers have been filled with the exploits of our glider-borne Infantry. The contribution made by these troops has eased the task of the balance of our armies. Sharing an equally-important role with our aerial forces and paratroopers, these boys have disrupted communications, destroyed bridges, roads, and ammunition dumps, supplies and equipment, have struck the enemy from the rear and prevented his orderly retreat. Yes, truly, the glider has come into its own.

“In the forefront of glider production, this plant takes its place. You people in Iron Mountain have the satisfaction of knowing that the work of your hands is not only on the front lines in Europe, Asia and the South Pacific, but beyond, in enemy territory.

“At this moment, a gigantic Army air show is being presented in Detroit by the AAF materiel command. Stretching a

distance of three quarters of a mile, alongside the municeple [*sic – municipal*] airport, this exhibit contains all of the latest Air Forces equipment. Until last night, in 13 days, almost one and a half million persons had thronged this show – more than 100,000 a day – and no equipment on display had attracted more attention than the Ford-built CG-4A glider built in this Iron Mountain plant. You may well feel proud... The winning of this award entitles your company to wear the lapel pin bearing the ‘E’ insignia.”

Major Humphrey then introduced Lieut-Col. Ernest W. Dickman, chief of gliders branch of the production engineering materiel command, Wright Field, whose comment is covered elsewhere in this issue.

Presents “E” Flag

Thereafter Major Humphrey presented the “E” flag to Henry Ford II, as the CIO band played “Army Air Corps.” Prolonged applause greeted the presentation of the flag, and auto horns sounded loudly as the Army-Navy banner was held aloft by Mr. Ford.

Presentation of the Army-Navy “E” award was then made by Commander A.M. Cohan, USN, commanding officer, Naval Training School, Dearborn, Mich., and was accepted by Alex LeGault, president, Local 952, UAW-CIO, who said:

“It is my privilege today to represent the employes [*sic – employees*] of the Ford Iron Mountain plant. For them I would like to say that this, indeed, is a big day for us.

“This is a day on which we really feel in step with our fighting men in France, Italy and the South Pacific. It is a day on which we realize the full significance and force of the production front.

“However we have done no more than our duty. If we have put forth extra effort, it is because we remembered the men who were struggling forward [*to*] Rome. If we

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have persevered, it is because we felt we owned it to those troops who were digging their way past the beachheads of France.

“And while we are proud to accept this ‘E’ award, we still keep in mind the man who receives the Purple Heart – who is fighting for his life, even at this minute, in a fox-hole thousands of miles from home.

“For him we are aware of the responsibility of this flag which we have just received. To him we dedicate our work, the gliders we shall turn out in the months to come. In his name, we, the employes [*sic – employees*] of the Ford Motor company’s Iron Mountain plant, shall wear proudly the E-for-excellence pin which we receive today.”

Commander Cohan, assisted by Gilbert Phillips (pfc), of Quinnesec, returned wounded veteran, then made a token presentation of Army-Navy ‘E’ pins to Supt. Nelson, of the glider plant; President LeGault, CIO; Oscar W. Olsen, body plant superintendent; Ivan Brown, vice-president of the Union; Reginald Quayle, assistant body plant superintendent, and John Colantonio, plant committeemen [*sic – committeeman*]. Pins were to be presented later to all plant employes [*sic – employees*].

The ceremony was closed with the raising of the “E” flag and the singing of “The Star Spangled Banner,” led by Weber.

After an over-night stay at the Four Seasons club, near Pembine, the three ships which brought the official visitors here left the county airport again this morning – the Ford plane at 10:45; the Army shop at 10:55 and the Navy at 11, for the return trip to Dearborn. Weather reports were favorable for the two-hour flight.

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Ford Glider Sets Pace As War Weapon

“When the boys come home from France, North Africa, Italy and the defeat of Japan, I know that they will be the answer to the award of the Army and Navy ‘E’ today – that the Ford glider was the best glider in this war. You men will know, then, that your precision work and attention to your job paid dividends. Then you can say to yourselves, with satisfaction: ‘I did my job and did it well.’”

In this manner, William D. Cochran, of this city, district postwar planning chairman and speaker at the complimentary dinner for Henry Ford II and party, given last night in the auditorium of the Kingsford village building, aptly sounded the keynote of the presentation of the Army-Navy “E” award to the men and women of the Ford glider plant.

Dean Davidson, principal of the Kingsford high school, was toastmaster for the dinner which attracted about 175 guests – capacity for the hall – to pay respect to Mr. Ford; Raymond R. Rausch, general superintendent of the Ford Motor company; Walter G. Nelson, superintendent of the glider plant, Army and Navy officers and others.

Three Pictures

Directly over Mr. Ford’s head, at the speakers’ table, were three pictures: to the left, the late E.G. Kingsford, first Ford automobile dealer in the peninsula, than at Marquette; in the center, Henry Ford, Sr., and his sons, Edsel, father of Henry Ford II, and to the right a portrait of the elder Mr. Ford, whose foresight and determination built the great industry that is today the Ford Motor company.

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Lieut. Raymond E. Coppenger, U.S.N.R., chaplain, gave the invocation.

New and oldtime *[sic – old-time]* music, which brought forth chorus-singing by the guests, was played by Al Fagotti and his orchestra. The popular trio won repeated encores.

The chicken dinner was prepared and capably served by the Auxiliary of the Carpenter-Clash Legion post in Kingsford. Guests were served quickly and the program started promptly.

Brief Program

Chairman Davidson commented, at the outset, that the session would be brief and kept his word. He introduced Mr. Ford, who reiterated part of what he had said at the presentation program about the significance of the “E” award and the need for continued effort to support the European invasion.

“This is my first visit to Iron Mountain and the Upper Peninsula,” Mr. Ford said. “I have always wanted to come here, for my grandfather has told me much about your community and this region. I find that it is all he has said for it.”

He concluded his brief comment with a plea that, in their satisfaction over having won the award, the men of the plant and residents of the community would forget the greater sacrifices of the men on the fighting fronts.

“Now that you have won the Army-Navy award,” he concluded, “I hope that you will keep up the good work, and that you will earn one, two and perhaps three white stars for your ‘E’ flag. I know you will do it.”

Tribute To Workers

Cochran began his talk with a tribute to the men and women of the Ford glider plant.

“This plant,” he said, “has grown to be part of our daily lives, and the award granted today emphasizes forcefully the true value of the organization to Kingsford and Iron Mountain.

“While we recognize the part which the parent organization has played in this vital war effort, we proudly and justly claim for the local officials and workers the honor that goes with that award.

“Any great organization must have the beset of supervision. Our Ford plant has that supervision and I, for the people of Kingsford and Iron Mountain, thank Walter G. Nelson for his devotion to the cause and his untiring efforts to make the glider program a success. In addition to furnishing the much-needed implements of war, he has brought many benefits to our community.

“I call your attention, also, to the cooperation of the men at the glider plant. There has been no work stoppage. Every man is doing his part, every day. Absenteeism is at a minimum. We thank our CIO union officials and men for an outstanding record.

“We acknowledge, also, the fine cooperation and spirit of Capt. George Holta, who is officially known as resident representative for the Army at the glider plant – but who is better known to us as a resident cooperator.

“To the Ford officials from Detroit, we appreciate your visit and wish you would make the trip more often. We think we are good people in Kingsford and Iron Mountain and would like to prove it to you.

A Cherished Memory

“To you, Mr. Ford, besides a delightful climate and the healthiest place in the world, we have that something that makes for a hearty welcome – a sense of good fellowship and a memory that will always cherish the good things your grandfather and father have done for Kingsford and Iron Mountain. We can only hope this will be continued.

“As chairman of the industrial division of war bond drives, I want the world to know that the officials and employes *[sic –*

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employees] of the Ford plant have met their quotas and I am sure they will again meet their quota on the Fifth War Loan.

“Ever mindful of the after-effects of war, we will need the help of the Ford Motor company during our postwar period. We hope that when postwar plans are perfected by the Ford officials, our local plant will share liberally in these plans.”

Following the gathering, Mr. Ford and party left by automobile for the Four Seasons club, near Pembine, wis., where they remained last night before returning today, by plane, to Dearborn.

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Glider Chief Warns Of Crisis Ahead

Grim warning of the bitter struggle which lies ahead before victory is won was sounded by Lieut.-Col. Ernest W. Dichman, chief of gliders branch of the production engineering materiel command, Wright Field, in his presentation of the Army-Navy “E” award to the men and women of the Ford glider plant yesterday afternoon.

“On Tuesday, June 6, 1944,” he said, “the skies over the French coast were filled with aircraft of every description, and the air reverberated with the ominous thunder of their engines.

“These were the airplanes of the United Nations providing a protective blanket of steel for the brave men, superbly-trained, landing on the beaches below.

“This cover was so magnificently effective that no Nazi airplane came up to dispute its power, despite Marshal

Goerings’s ultimatum that the Luftwaffe must fight or perish.

“It was a perfect example of the marvelous coordination effected by the Allied fifth command, and a mighty tribute to the productive capacities of this and other nations arrayed against the viciousness of our enemies.

“Taking part in that greatest military operation in all history was a special type of airplane – airplanes without engines; carrying men and supplies, towed behind the forward enemy positions to cut communications and cripple the movements of Nazi troops and material.

Played Big Part

“Those airplanes were gliders, the CG-4A gliders that you people here at Iron Mountain have made possible by the sweat of your labor and the economic weight of your dollars.

“If, in the glaring light of the invasion, you have any doubt as to your part in the struggle, just pause a moment and think what would have happened had our troops not been able to disrupt the destroy the supply centers and rail lines feeding the forces opposing our landing in Europe. Your hands and your minds have fashioned these vital instruments of Fascist extermination; the machines you operate are turning out pieces of equipment which are essential to the success of our arms and the ultimate return of our soldiers from the hell of war.

“You are assembled here this afternoon to receive the Army-Navy ‘E’ award for excellence in production, an honor which is not lightly bestowed nor casually considered.

“It comes to you with the appreciation of your government and our soldiers and sailors, for a job expertly and conscientiously performed.

“It is not something lightly awarded to everyone connected in any way with the

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war effort. It is bestowed only after most careful attention to the degree of absenteeism, the level of production, the cooperation of management and labor and the constant desire to improve methods of operation.

Less Than Three Per Cent

“It may surprise you to know that less than three per cent of the 90,000 plants throughout the country, engaged in war production, are now flying an ‘E’ award flag over their factories.

“You are, definitely, in distinguished company.

“But with all the solemnity and sincerity at my command, I want to ask you to realize and remember that your work is not done.

“This war, in all its bloody horror, is just beginning. Don’t be deceived by the cries of the wishful thinkers who run through the city streets spreading the gospel that the war is almost over, that the Germans and the Haps have been beaten to their knees and that peace will come in a matter of days.

“Our enemies are far from beaten, and we are far from having enough with which to beat them.

“You are to be congratulated and commended for having done an excellent job to date, but please don’t lose sight of the goal ahead, or falter one single moment in the attainment of that goal.

“If you do, you have broken faith with those Americans who are giving up their lives so that you may live.”