

A HISTORICAL VIEW OF THE NAM: LEADERSHIP IN SUPPORT OF THE VALUES UNDERLYING A STRONG MANUFACTURING SECTOR AND AN EXCEPTIONAL AMERICA

An Analysis of Selected Materials from the NAM at the Hagley Museum and Library

June 2022





Attorneys m these Asserts 3 Sheets—Sheet I.

What actions have the leaders of the National Association of Manufacturers taken to ensure the viability of the manufacturing sector in the United States? Have they faced challenges that go beyond perpetual concerns about excessive government regulation, taxes and trade restrictions? How did they respond when world and national events called them to action?

In the NAM's 127-year history, the vast majority of its activities have involved the development and promotion of policy positions relating to the regulation of manufacturing by the federal government. The Panic of 1893 and its economic devastation set the stage for the NAM's founding in 1895 to promote manufacturing sales through increased foreign trade. Since then, policy priorities have shifted from

time to time as the federal government expanded its size and influence. At the same time, as the materials housed in the Hagley Library reveal, the NAM has provided considerable leadership focused on overarching concerns about the viability of manufacturing, its reputation among ordinary citizens, the need for a vibrant system of democracy to sustain the industry and manufacturing's role in responding to national and global crises. This leadership has occurred in areas that largely align with the four values that the NAM in more recent times has identified as having made America exceptional and having kept manufacturing strong: free enterprise, competitiveness, individual liberty and equal opportunity.

The New York Times



A Convention in Cincinnati to Cousidor the Forming of a National Body.

Invitations have been sent to manufactorers throughout the country to attend a National Convention of Manufacturers in Clucionali, Ohio, Jan. 22, 23, and 24. The object of this convention, which is in a measure an experimental one, is to consider and reach conclusions on the propriety of forming a national association of manufacturers. The expediency, feasibility, and method of so doing will be discussed.

method of so doing will be discussed. To the question "Do you favor the organization of a National Association?" which has been sent out with the invitations, the replies have been practically unanimous in the affirmative. The tenor of the replies is such as to promise a large attendance and a thorough discussion of the subject. The convention will be held in Odd Fellows' Hall, and the visitors will be entertained on an elaborate scale, the sessions concluding with a hanquet.

FREE ENTERPRISE

NAM Leadership Responded to Union Militancy

The NAM's priorities changed in the early 1900s when labor unrest, spurred by Samuel Gompers' vow to unionize the industrial sector, generated widespread concern within the NAM membership. At a critical meeting in 1903, NAM members hotly debated what to do. Many were concerned that fighting the union campaign would destroy many companies and even the association. On the other side were members like C.W. Post of Post Cereals, who strongly opposed the closed shop, while also recognizing the validity of good unions, and good employers, to make manufacturing work. In the end, the NAM adopted a vigorous open shop declaration of principles that continues today, and it led an effort to organize Citizens' Industrial Associations around the country to resist the demands of organized labor. The number of these associations grew dramatically, and NAM membership skyrocketed. Post was named to the NAM's Executive Committee and became a leader of the Citizens' Industrial Association at the national level, underscoring the importance of his leadership in facing one of the toughest battles in the NAM's history.

The president of the association, James W. Van Cleave, would write on his deathbed seven years later:

... Those were the days when strong faith and absolute courage were required to do right. Those were times like those of Washington at Valley Forge, when none but Americans could be allowed on guard duty. Not only our enemies, but some of our best friends were willing to betray us, because they felt that we must be saved from our own folly. They knew we were right, but they felt that principle must be sacrificed for policy. Those were the days that bound together, with bands stronger than steel, those of us



who were willing to sacrifice everything for principle, if must be.

The NAM Led the Creation of Numerous Cooperative Organizations in Support of Free Enterprise

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At the 1907 convention of the NAM, a resolution was adopted authorizing the president of the NAM to invite representatives from all industrial organizations to a conference to study the growing tendency of government to deal with industrial issues through rigid legislation. This led to the creation of the Council for Industrial Defense, which later became the National Industrial Council. The council was the genesis of what became

W. J. CARRIER, Star P.M. VERMIN, March 1992 AUG. AUG.





The NAM has been called the "mother of organizations." A summary of the organization's history provides the following recap:

Under its auspices, a National Council of Commerce was established in 1907. This later became the Chamber of Commerce of the United States in 1912. NAM also spearheaded the organization of the National Industrial Conference Board (now the Conference Board), the National Safety Council and the National Industrial Council.

The NAM also supported structural changes in the federal government. For years, the NAM provided international trade assistance directly to companies and helped establish the U.S. Department of Commerce in 1903, in part to broaden this effort and in part to put a business representative in the president's Cabinet.

In 1963, the NAM played a major role in organizing the Business-Industry Political Action Committee. In 1976, the NAM organized the Foundation for Economic Freedom to provide information on specific corporate issues and public policies.

> Publications Demonstrated That Supporting Democracy Is Essential for Free Enterprise

On an even broader scale, many of the NAM's publications from the 1930s to the 1950s were part of an organizational effort to show how closely linked free enterprise is to representative democracy. As regulation increased in the mid-century, many members became concerned about the concept of "a centrally controlled and directed economy." Much of this concern was directed against socialism. NAM leaders focused their attention on the importance of the free enterprise system itself, and not just on specific laws or regulations.

One NAM president, Henning Prentis, defined "American Freedom" by making free enterprise one of the four essential walls of freedom. Another was representative democracy:

The structure of our individual freedom is like a building. Representative democracy is one wall, religious liberty is the second, the third is intellectual liberty and the fourth is free private enterprise. Sometimes we have framed and bricked in one wall faster than another, but if the whole structure was to be secure, the walls had to rise together. In any case where a people has neglected one wall, the other walls have never risen far, and if any nation has allowed one wall to be undermined or torn down, the whole structure of personal freedom has soon collapsed.



At its 66th Congress of American Industry in 1961, the NAM presented a symposium on "The Spiritual and Moral Significance of Free Enterprise." The purpose of the meeting was to highlight that the benefits of free enterprise are not merely material benefits and market efficiency. Rather, they focused on "the basic concept of human freedom which free enterprise reflects." The question discussed was:

Can it be convincingly demonstrated that private business in the United States habitually operates in accordance with the American tradition, in conformity with the Constitution and in support of those Christian principles which are the basis of Western Civilization?

A pamphlet reprinting and summarizing the speeches at the meeting concluded:

From the pages that follow, one may more clearly gather why the defense of free enterprise in the defense of freedom itself for all Americans. . . . At a time when this freedom is menaced, as much by ignorance, apathy and defeatism at home as by threat from without, this pamphlet should serve to reanimate the faith which has ever proved the most reliable strength of this Republic, in all its times of trouble."

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W. B. OAMARINE. THE PARTY STRATES AND



NAM presidents and board chairs have often stepped up to add their voices in support of free enterprise and to emphasize the importance of democracy and civic participation for the viability of manufacturing.

Leadership presented a series of radio addresses in the 1950s in connection with a campaign for "The Mobilization for the Understanding of Private Enterprise." Coming soon after World War II, they pushed back on the authoritarianism that led to so much devastation and misery:

This is a troubled time in world history. We here in America can count ourselves fortunate that we are at peace and that, so far, we have resisted such trends as totalitarianism in the form of Communism and Fascism – those trends in world affairs which have led to Europe's chaotic condition.

... We have seen in those countries which have adopted the philosophy of coercion, the encroachment of government on personal and business freedom. In contrast to the American system of free enterprise stands planned economy—the system employed in every totalitarian state and which results in political dictatorship. Such dictatorship requires controls which can be attained only by surrender of complete freedom and the concentration of both the political and economic power in the hands of the single individual or political group.

... Our freedom rests on a tripod—representative democracy, civil and religious liberty and private enterprise. History shows, and events abroad today <u>prove</u>, that the initial attack always is made against one leg of the tripod—economic freedom, the institution of private enterprise. It is well to recognize that throughout the ages, these three institutions have gone hand in hand. They are inseparable. When one goes, all go. The same basic concept underlies them all—the sacredness of the individual.

When the production of motion pictures became more accessible, the NAM created a variety of films and television programs to promote manufacturing, free enterprise and

civic involvement. Most significantly, in its "Industry on Parade" series, the association produced more than 200 films, 13.5 minutes each, shown on television during the 1950s about the people, products, processes and plants of manufacturers.



> NAM Constitution Expresses a Philosophy That Goes Well Beyond Manufacturing

From "NAM Past and Present" (1951), outlining the NAM's philosophy:

Sections 1 and 2 of Article II of the Constitution express NAM's basic philosophy. This philosophy embraces the Association's fundamental belief in the virtues of individualism as opposed to collectivism; its belief that freedom is indivisible; that when free competitive enterprise, freedom of religion, freedom of speech, freedom of press, academic freedom, freedom of elections—when any of these are attacked, all other freedoms are endangered. This philosophy recognizes that incentives are an element and indeed a basic one—of our private competitive enterprise system, and that one of the major incentives under our system is the right to own and use property. Furthermore, the basic philosophy of NAM emphatically stresses the belief that the Association has the right, the duty and the responsibility to disseminate these views to the general public and to the Federal Government as well as to its members.

Today, the NAM continues in its role of promoting the free enterprise system in many of the same ways. The organization maintains a laser focus on promoting free trade and exports and on supporting a tax and regulatory environment that will allow manufacturing to grow. It continues to build on its role as "the mother of organizations" with the growth and evolution of The Manufacturing Institute, responding to increasing demands for workforce development resources; the addition of the Manufacturing Leadership Council in 2018, providing the thought leadership to enable the digital transformation of manufacturing; and the Innovation Research Interchange in 2021, focused on supporting innovation. And of course, the association and its board leadership continue to be a strong voice in defense of American democracy and its institutions.

MANUFACTURING Institute



INNOVATION RESEARCH INTERCHANGE Accelerating Value Creation



Manufacturing Leadership Council



COMPETITIVENESS

> The NAM Stepped Up at Times of War

Manufacturing production in support of the nation's war efforts can require a reallocation of resources away from the usual competitive markets they supply. The NAM played an important role in helping to assess and facilitate industry's preparedness for this disruption and in the transition back to a peacetime marketplace.

In World War I, the NAM helped facilitate munitions production and later focused on the problems of reconversion and the rehabilitation of veterans.

In the years prior to the attack on Pearl Harbor, public sentiment for American involvement in World War II was sharply divided. Gallup polls showed 93% of Americans opposed helping England after Germany invaded the Netherlands, Belgium and France in May 1940. By September of the next year, after a German attack on an American destroyer, public opinion swung to 64% who supported helping England.¹ The NAM debated our position in the years prior to Pearl Harbor and remained neutral on U.S. involvement, but it began to prepare nonetheless.

¹ https://exhibitions.ushmm.org/americans-and-the-holocaust/us-public-opinion-world-war-II-1939-1941

NAM president Howard Coonley gave remarks at a 1939 board meeting highlighting the importance of manufacturing to save democracy. "No one can gainsay the fact that since last we met the preservation of the institutions of democracy and free enterprise has grown in such a way as to come into world focus."

Coonley emphasized that the NAM stands for free enterprise, and that it should emphasize, whether in peace or war, that "America depends on free institutions and free enterprise." To this end, he outlined the key activities of the NAM to that point:

- The creation in 1938 of the National Defense and Industrial Mobilization Committee, headed by the chairman of Westinghouse Electric, the hiring of an engineer to work with the Army and Navy departments and the NAM membership and recommending the best executives to help staff new boards and commissions for industrial mobilization.
- The formation of a committee on the relation of government to industry to tackle many issues including price controls, government contracts and antitrust questions.

He also outlined the need for foresight into the recovery period after the war. He called on the NAM to study the mistakes of industry after World War I, such as war profiteering and ramping up operations to unsustainable overcapacity. In particular, he touted the NAM's Study of Depressions Committee, to avoid the economic and business mistakes of the 1914–1918 period.

Notably, he reiterated the association's opposition to war and profiteering, as well as "selfish industrialists" who capitalize on war, but reassured members that the NAM was prepared for it and would mobilize to fight against fascism, communism and government collectivism.

Coonley was also chairman of the Woolworth Company and gave an address to the full Congress of American Industry in December 1939. Two months earlier, Poland had fallen to Germany. In Coonley's speech, he harkened back to the







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Constitutional Convention of 1787, which sought the participation of business leadership as a matter of course. He said:

Today business leadership should again be looked to for guidance when those principles and concepts [fundamental principles of our democracy and way of life] are under fire. The Constitutional Convention of 1787 dedicated our nation to individual freedom, to free enterprise and to democracy. This Congress should resolve itself into a rededication of those principles.

... Our Convention program will describe the fundamentals that make up the American concept, including the inseparability of private enterprise from other essential characteristics. It will develop the ideological conflict between totalitarianism and representative democracy. It will encompass not only the historical evolution of the American philosophy of social organization but also its essential characteristics—civil and religious liberties, private enterprise and constitutional, representative democracy the foundation stones of the American system.



The Constitutional Convention of 1787 dedicated our nation to individual freedom, to free enterprise and to democracy. This Congress [of American Industry] should resolve itself into a rededication of those principles." – NAM President Howard Coonley, 1939

The impending war had clearly refocused the sights of the NAM leadership on fundamental principles of democracy versus authoritarianism and the role of manufacturers in ensuring that the former would continue to survive and thrive.

The NAM adopted a Declaration of Principles on Dec. 7, 1939, relating to the free enterprise system. It called on companies to serve the interests of the country as a whole, stating:

Here, the people have faith in constitutional representative democracy, in free enterprise and in civil and religious liberty as inseparable fundamentals of freedom to be cherished and preserved. These fundamentals have made possible the development of our natural and human resources and have resulted in the greatest degree of personal freedom, the widest opportunity and the highest standard of living in all the world.

NAM Chair H.W. Prentis Jr. gave an address on NBC radio on Dec. 23, 1940, calling for a comprehensive, long-term integrated government strategy for war production, with the Defense Commission as the leader to clarify the objectives and operational decisions. He called on labor to share in the sacrifices, with input from their members and realistic schedules and compensation. "This is a time for truth and teamwork," he said. "The earlier truth prevails, the better the opportunity to correct our shortcomings, the less chance of ultimate tragedy and regret."

> The NAM Prepared a Checklist of War Activities

The NAM was well positioned to act as a clearinghouse for information flow between manufacturers and the federal government. Its War Committee led the effort for efficiency in war production and cooperation. It published the War Production Handbook for industries engaged in war work, issued "on the spot" studies of foreign war production methods, ran the Committee on Civilian Industries to coordinate with war production and conducted special research studies concerning F. J. OASANNA. IN POM VEZATUSO ANS.



plant, machine tool and transportation facilities, the iron and steel industry and the electric power industry.²

In 1941, as the war was underway in Europe, the NAM launched its Preparedness Through Production drive. By May Day, it was prepared to present to the Office of Production Management a nationwide inventory of plant facilities. On May 2, less than two hours after President Roosevelt issued instructions to ramp up defense production, the NAM sent a telegram to the president reporting on the availability of machine tools and equipment in 18,000 previously unsurveyed plants.

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The NAM even factored in post-war issues of depression and other potential economic problems. In addition, it conducted a variety of activities concerning public information, national morale and health. These included films, slide shows, speakers and various war information publications. The NAM also issued a series of morale-building posters for display in schools, one-act plays and radio broadcasts at home and abroad.



2 The document, The War Work of the National Association of Manufacturers, provides lengthy detail about the NAM's efforts.



> The NAM Reprised This Role in Responding to the COVID-19 Pandemic

In recent history, the NAM led a mobilization of the manufacturing sector to respond to the needs of the country during the COVID-19 pandemic. Paralleling the mobilization efforts of the sector during World War II, during the height of the pandemic, as governments began shutting down business operations, the NAM delivered the intelligence, resources and advocacy needed to keep manufacturing running smoothly and safely through the pandemic. The NAM shaped state and municipal orders affecting business operations to ensure that manufacturers were designated as "essential"; ensured the Department of Homeland Security deemed manufacturers and their supply chains "essential"; worked with state association partners and governors to revise business restrictions and ensure manufacturers could continue operating; led the business community in the effort to ease Mexico's restrictions on essential business, protecting the North American supply chain; and provided real-time state-by-state updates and interactive maps on the latest operating requirements throughout lockdown and reopening phases. As during wartime, the NAM inventoried its members for supply and production capacity to provide critical health care and protective supplies to government agencies at a time of critical need.

12

W. J. CARAGO, THE POAT PERSONNES.

> The NAM Led on Safety in the Workplace

Healthy competition depends on a stable and healthy workforce. The NAM was a pioneer in accident prevention during the period from 1908 to 1916. It conducted intensive studies of accident problems abroad and promoted workers' compensation laws at home. The NAM was two years ahead of the American Federation of Labor in supporting this idea. Moreover, it helped establish the National Safety Council.

The NAM joined with the Thomas Edison Studios to develop two ground-breaking motion pictures in 1912 about plant safety. The leadership understood the need to use filmmaking to encourage safe work practices.

INDIVIDUAL LIBERTY

> Voting

Its longstanding commitment to freedom of elections has prompted NAM leadership to adopt a wide range of election-related activities to engage members, their employees and the general public in civic involvement and voting.

The NAM produced a large series of educational pamphlets in the 1950s about manufacturing, including one called "Vote Now . . . Vote Later." The association supported a Constitution Day Americanism rally in the 1950s.

In the 1960s, the Women's Bureau ran a speakers program to encourage women's groups around the country to become involved in politics. It published a kit called "Make Time for Politics," with stump speeches on "Americanism," "The Woman's Role in Politics" and "What Women Can Do" for civic organizations. In the 1970s, it published a voter's manual called "Primer for Patriotism" with more speeches and materials about the Electoral College, voter turnout, youth voters, voter issues and the meaning of patriotism.

In more recent decades, the NAM commissioned "Vote" posters, drawn by the cartoonists who drew Garfield, the Family Circus and Shoe.





> Scientific and Artistic Freedom

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NAM Secretary Noel Sargent³ warned in 1949 about the effect of totalitarian rulers on freedom and liberty. While the NAM was focused primarily on economic freedom for manufacturers, he warned that those who try to control economic action:

... also seek to control economic thought. They almost automatically become so afraid of deviations from the economic "party line" that they are suspicious of those in noneconomic fields, who have contacts with people in countries which permit economic freedom.

He singled out the vulnerability of scientists and writers to totalitarians who would hamper scientific and artistic progress by trying to control the thoughts and opinions of researchers, novelists, musicians and all other scientists and artists. He cited examples of a Russian composer reprimanded for writing music similar to that composed in capitalist countries, an academic condemned for refusing to accept the official Soviet idea that a major depression would strike capitalist nations after the war and the subservience of the Soviet Academy of Medical Sciences for promising to reconstruct their scientific work "in the spirit of the directives issued by the great Party of Lenin and Stalin."

³ Professor of Economics at St. Thomas College (1917-1919) and long-serving secretary of the NAM. Photo available at https://www.loc.gov/resource/hec.29153/. 24 cu. ft. of his papers are in the archives at Rutgers University. http://www2.scc.rutgers.edu/ead/manuscripts/sargentf.html

W. J. GARRIER, THE PAR VELATING ARS.

> What future can there be for medical progress in a country where medical men have to adjust their research, studies and efforts in accord with the ideas of these nonmedical men who are experts only in political activities and whose primary task is to control economic life? But it is obvious, they fear they cannot control economic life unless they also control music, medicine and biology.

I wish we could have such totalitarian rulers subjected to objective scrutiny by skilled psychologists and psychiatrists.... I am convinced that, if this could be done, and the results freely published, there would be a worldwide revulsion against totalitarianism and its excesses, and a worldwide return to liberty of thought and action, economic and noneconomic, to real freedom and liberty.

You should oppose efforts to curtail and destroy economic freedom if you hope to preserve freedom of creative thought and action in cultural and scientific fields. Those who believe in the free enterprise idea in business, science and the arts do not oppose the competition of other ideas and methods. They wish only to be sure that such competition can be carried on without fear and pressure.

> Ethics in Government

Individual liberty depends on government officials who do not abuse and exceed the authority they are given. Consistent with that precept, Colby Chester, chairman of General Foods Corporation and past president of the NAM, gave a speech in 1940 urging politicians and government regulators to adopt internal controls similar to those of industry.

Speaking for myself and for American industry, I favor the highest moral basis for American life, and I think, by the same token, that the same standard of morality should be held up for government as for the private citizens of the nation.

He was concerned that the comments of American public officials were undermining industry and management leaders. His comments were informed by totalitarian countries. "When criminally minded men seize the reins of government, they abuse the powers and prestige of government and tend to make it a vehicle for evil instead of for good." Businesses have to perpetually analyze operations and eliminate waste and

abuse, and government should be held to the same standards, he insisted, calling on the nation to distinguish between demagogues and statesmen.

The demagogue deals in plausible assertions which are not true. On the other hand, the responsible statesman treats with realities and seeks to understand how the system functions and to recognize the secondary as well as the immediate effect of proposals for change.

You can't construct a durable bridge or a great society on the basis of false assumptions, sheer prejudice and emotionalism.

If public men expect to deserve popular confidence, they must themselves adhere to high standards of performance.

The NAM's focus on these issues continues to this day, with voter education programming and get-out-the-vote efforts in election years. The NAM has also continued to be a strong voice for democracy and against authoritarianism in recent years—including during the challenges of the 2020 election and Russia's 2022 invasion of Ukraine. Throughout its history, the association has spoken up to defend democracy at home and abroad.

There's more spotlight on manufacturing now than there's been for maybe decades. From the president to his administration to Republican candidates, they're all talking about manufacturing.... But it is time for a manufacturing rebirth in this country."
NAM Board Chair and Vermeer Corporation President and CEO Mary Andringa, 2012, IndustryWeek Best Plants Conference Andringa was the first woman to serve as NAM Board Chair

EQUAL OPPORTUNITY

> Returning Veterans

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The NAM's president in 1944, Ira Mosher, president of Russell Harrington Cutlery, recognized the need to integrate returning war veterans into manufacturing jobs. He knew that the vital part of the task of manufacturers was to help the veterans relearn a set of habits, feel like "one of the gang in the factory" and eliminate "the overlapping

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between ex-servicemen and returned civilian." He discussed disabled veterans, emphasizing that "the disabled or handicapped individual on the right job *is no longer handicapped*. He is as fully productive as the hale and hearty, both in output and earnings." He offered a detailed in-plant program of assessment, training, medical consultation and management education.

Immediately following V-J Day, the NAM issued a pledge calling for the employment of 3 million veterans in American industry, and in less than a year and a half, it announced that veterans comprised one-fourth of all industrial workers.

This commitment is now echoed in the modern work of The Manufacturing Institute's Heroes MAKE America initiative.

> Women in the Workplace

In 1926, the NAM created a Women's Bureau and held annual conferences to discuss issues arising from women in the workplace. It published a pamphlet arguing that so-called protective legislation for women is in fact harmful to their best interests. In 1942, the NAM endorsed the rights of women for equal pay for equal work. However, it opposed proposals for federal law to compel equal pay.

That same year, the NAM conducted 10 special conferences to hear from women about their practical experiences in their own plants. It then published a list of suggestions to improve various problems that had been identified. It suggested that there is little difference between men and women in regard to performance, subject only to physical requirements, but, consistent with the mores of the time, suggested that companies should be able to recognize "the fact that jobs which by nature are particularly dirty, dusty, hot or wet are not desirable for women and should not be performed by women until after other suitable jobs have been filled."

During the war, it published information about the role of women in the war effort, and at the end of the war, it described the looming pressures that would result from a "triangular

dilemma": the influx of returning veterans, the likely decrease in the number of jobs and the demobilization of women on the production front.

In the 1950s, the Women's Bureau put on a special program for the NAM's Congress of American Industry for and about women. It featured some "startling" statistics about women's ownership of stock, property and consumer purchasing. The bureau also presented a series of radio interviews with top women from the nation's business world showing the many roads to success for women who want to work in business or to engage in civic activities.



Innovative Educational Initiatives

Commercial education was the first educational objective of the NAM. At its annual meeting in 1900, the NAM advocated the establishment of free public commercial and technical schools, or high school departments, and members were asked to get them started back home. Within six years, the idea had gained widespread acceptance, and many schools had been established. The NAM's Committee on Industrial Education later drafted a sample bill for each state to establish and maintain trade schools out of their common school funds. By 1912, the association had adopted resolutions favoring

additional schooling for students who were dropping out of school to enter industry and supported a range of policies designed to strengthen secondary education, foster vocational and creative interests and train teachers on methods of industrial practices.

More recent education campaigns have included 2020's "This Is Our Shot," a campaign to mobilize manufacturers to get their teams and communities armed against COVID-19 with the very vaccines pioneered by our industry—and to ensure they could continue to live, work and attend school safely.

Focused on eliminating the skills gap and critical worker shortages in the manufacturing sector, the NAM launched its Creators Wanted tour in 2020—postponed until 2021 by the pandemic—to reshape the public's perception of manufacturing and connect more people with a promising

career in the industry. This effort has included a multistate, on-theground tour, as well as a long-term campaign to get more emerging workers across the country to consider manufacturing, particularly in underserved communities. By 2025, Creators Wanted aims to reduce the skills gap in the United States by 600,000, as well as increase the number of students enrolling in technical and vocational schools or reskilling programs by 25% and increase the positive perception of the industry among parents to 50% from 27%.





W. L. GARANCE, ICH PM VERVISIONES.

> Antidiscrimination and Urban Affairs

The NAM went on record in 1941 for the employment of labor without arbitrary discrimination. NAM President Walter Fuller also endorsed, on behalf of the association, the executive order that President Roosevelt issued against such discrimination. The archives contain a speech from one NAM executive to a Black audience about the importance of Black workers in defense production. He acknowledged discrimination in the workplace, but said manufacturers generally have "no wish to draw the color line in their employment policies. They know that there is no color line in skills, in loyalty, in efficiency."

A 1964 summary of the NAM's record on employment of minorities lists key actions:

...NAM principals [sic] on the public platform have consistently called for abolition of the color line in industry.

...NAM Industrial Relations Institutes have repeatedly explored ways and means by which manufacturers might do a more constructive job in getting company and community acceptance of minority groups.

...NAM has participated with and exchanged views with leaders of minority groups for the purpose of furthering mutual understanding of the problems involved. The Association has been represented at annual meetings of Negro organizations and counseled with them on special problems.

In the 1960s, the NAM hired a director of public and urban affairs in the Eastern Division. This division issued a series of at least 38 Urban Affairs Action Reports, highlighting "private sector programs designed to bring about greater ownership of, or participation in, businesses in the inner-city areas by the residents of those areas." In 1969, demand for these reports was so high that the NAM had to limit distribution to one per company.

In a similar vein, the NAM conducted its own anti-poverty program with educational projects. In 1966, it ran a six-week pilot project with six teenage dropouts from Harlem to help with reading and arithmetic. Their abilities improved dramatically, with the average moving up 3.5 grades in reading. Another project helped raise the typing speeds of other teenagers to the point where they could all get jobs. The program demonstrated that people generally classed as unemployable could be taught rapidly and cheaply to read, write and do basic arithmetic for entry-level jobs.

Also, in the 1960s, the NAM conducted seminars around the country explaining to employers their responsibilities under Title VII of the Civil Rights Act. It developed a program called Solutions to Employment Problems providing case examples of what individual companies were doing to hire and train the persistently unemployed.

In 1986, the NAM received an award from the Leadership Conference on Civil Rights for its work in defending civil rights goals in the controversy over the federal executive order on affirmative action.

However, the NAM regularly opposed legislation to mandate nondiscrimination, particularly when it would be enforced by unelected bureaucrats at the Equal Employment Opportunity Commission.⁴ While it opposed the Equal Pay Act of 1963, as well as the inclusion of sex as a protected class in the Civil Rights Act of 1964, it offered interpretation, training and advice for manufacturers to implement new color-blind hiring and management practices.

In recent years, this focus on equal opportunity has grown sharper for the NAM. Through initiatives such as the Pledge for Action, adopted in the wake of George Floyd's killing and the resulting nationwide protests, the NAM Executive Committee voted to adopt an 11-point commitment plan for manufacturers to advance justice, equality and opportunity for Black people and all people of color. In addition, the imperative of bringing more women into the manufacturing workforce has helped drive the exponential growth of the NAM's workforce development and education partner, The Manufacturing Institute, which has elevated the critical role of women in manufacturing through programs such as Women MAKE America (previously known as the STEP [Science, Technology, Engineering and Production] Women's Initiative)—the nation's marquee program to close the gender gap in manufacturing. The NAM's policy work has also focused on equal rights in the workplace for LGBT and differently abled workers.

 Every day, manufacturers work to advance the values that long made the United States exceptional: free enterprise, competitiveness, individual liberty and equal opportunity. Manufacturing is the backbone of the U.S. economy. And our success, our livelihoods, our businesses and our families' health and safety all depend on our basic form of government: the great and fragile experiment that is American democracy."
NAM President and CEO Jay Timmons, The Washington Post, 2021

4 What positions has the NAM taken regarding significant discrimination policy issues throughout history?, Executive Comm. Issue Briefing (date unknown).

E. J. GALLERS, IN POM VEZATION AND.



A CONTINUING THREAD THROUGH NAM HISTORY

Since its earliest days, the NAM has focused on creating an environment in the United States that allows manufacturing to grow and prosper—and therefore to help all Americans to achieve a higher standard of living. Underlying this work throughout the NAM's history has been a strong commitment to the values that have made America an exceptional country and kept manufacturing strong: free enterprise, competitiveness, individual liberty and equal opportunity.

Through the years, these and similar values have been referenced as a "tripod," "four walls" and "four pillars," but as the guiding principles of the nation's largest manufacturing association, they have helped manufacturers navigate transformational events, respond to global crises, strengthen the industry and protect the nation, its democracy and its institutions.















NATIONAL ASSOCIATION OF Manufacturers