INDEX

Adjutant Generai, expenditures of, 9, 35.
Adjustment. See Liquidation.
Advisory Commission (Council of National Defense): creation of, 6, 28; nature and division of, 52-54, 58.
Agency compensation system, criticism of, 211.
Agency contracts; nature and use of, 33, 36; employment of, by Emergency Fieet Corporation, 184; principle of payment in, 186, 188, 190, 193; fiduciary position of agency contractors, 337.

poration, 184; principle of payment III, 180, 185, 190, 195; fiduciary position of agency contractora, 337.

Aircraft production: vii, 28; commandeering of aircraft production: vii, 28; commandeering of aircraft product, 49-50; comparison of, in army and navy, 135; disappointing results of, 237; isolation of war authorities from aircraft industry, 232; extent of production to date of armistice, 235; failure of Deeds-Coffin program, 236; cost-plus contracts for Liberty engines, 237; analysis of Liberty engine builders profits, 239; unfair profits of plane contractors on boggy cost basis, 244; a fair basic price by arbitration, 21-; treatment of aircraft industry contractors, 246; causes of aircraft industry contractors, 246; causes of aircraft industry contractors, 252; appropriations and commitments for aviation, 252; conditions surrounding airplane spruce-fir contracts, 253; first and second stages in airplane spruce production, 256-257; contracting results in army and navy, 348.

Aircraft Production Board, 50, 235, 249-250, 254, 250-257.

army and navy, 349.
Aircraft Production Board, 50, 235, 249-250, 254, 256-257.
Allocation contracts: nature and use of, 32, 44, 45; allocation contracts by Committee on Supplies, 55; application of allocating principle in war contracting, 56, 101, 150; transition to ailocation of contracts in navy, 156; comparative extent of allocation and competition in navy, 157-158.
American Federation of Labor, 80.
American International Shipbuilding Corporation: agency contracts with, 37, 183-184; control of labor market, 133; investment in, by government, 182; contractors' fees, 186-187, 212, 214-216, 218; tonnage delivered, 190; tonnage contracted for, 209-210, 216; subcontracting, 220-221, 225; cost accounting, 222-224; housing, 267-268; answer to charge of mismanagement, 336-337.
Ammunition: expenditures for, 96; production of, 112, 121.

Ammunition: expenditures for, 90; product of, 112, 121, Anscortes shipyard, 229.
Army Commodity Committees, 21, 25, 71. Attorney General, The, 22, 222, 231, 334. Australian War Precaution Act. 49. Automatic rifles, expenditures for, 96. Aviation. See Aircraft production.

Baidwin Locomotive Works, 46. Baifour, Arthur James, 203. Balfour Mission, 173. Bethlehem Shipbuilding Corporation, 264. Board of Contract Adjustment, 309, 314-315,

Board of Contract Adjustment, 309, 314-3 350.
Board of Contract Review, 71, 309-310.
Borah Report, 341.
Bowles, Admiral F. T., 188, 217, 219.
Brill Company, J. G., 46.
Bristoi airplanes, 247-248.
Bristoi airplanes, 247-248.
Bristoi shipyard. See Merchant Shipbuilding Corporation.
Bureau claims boards, 314-315.

Bureau of Industrial Housing and Transporta-tion (Department of Labor), 270, 283-285, Bureau system of contracting: failure of, 27; in Engineer Corps, 334.

Camps and canionmenis: costs, 75, 86; awarded under cost-plus contracts 75, 88, 93; government supervision over construction, 76; reasons for adoption of cost plus percentage fee contract, 81-82; points of mutual appeai in emergency building contracts, 82; determination of contractor's fee, 84; schedule of cost-plus fees, 85; selection of contractors, 80-88, 90-01; official estimate of contractual results, 92; theory of the graduated percentage fee contract, 05.

Cancelation. See Liquidation.
Capital fissues Committee, 338, Capps, Admiral W. L., 185, 234-225, Caproni airplanes, 236, 248.
Chartering Committee (U. S. Shipping Board), 202.

Capron lariplanes, 240, 248.
Chartering Committee (U. S. Shipping Board), 202.
Chemical Wariare Service, expenditures of, 9.
Cheater Shipbuilding Company, 218.
Claims Staff Branch, 316, 324.
Clark, F. Illuntington, 227.
Classification of contracts, 32-33.
Coffin, Iloward E., 50, 236, 248.
Commandeering (requisitioning), 7, 33; disadvantages of, 40; stignma attached to, 42; problem of fair and just compensation, 42; legality of commandeering authority, 43; form of ravy's mandatory contract or order, 44; bargaining value of authority to commandeer, 45-47; conditions which apparently justify, 48; of west coast spruce production, 49; of the wool supply, 70, 130; amount spent for commandeered shipping tonnage, 169; powers of U. S. Shipping Board, 181, 184; ships requisitioned, 10%; contractual arrangements for requisitioned ships, 200; control of chartering nonrequisitioned ships, 201; requisitioning of incomplete ships, 203; as an emergency shipyard policy, 206.
Commerce, Department of, 38.
Commissioner of Internal Revenue, 341.
Committee on Supplies (Council of National Defense), negotiation of contracts by, 28; purchasing of ciothing and equipage taken over by, 30; contracting record of, 53; allocation of contracts by, 55; testimony of chairman of, on wool and cotton production, 57; weakness and overthrow of policy, 58, 63.
Compensation Board (Navy Department), 140.
Competitive awards (contracts): prewar use of, by army, 31; application of, 32-33, 40; wisdom of, proven, 345.
Compensation Board (Navy Department), 140.
Competitive bidding, 5; competitive procedure obligatory in ordinary times, 13; basic idea of, 21; interdepartments1, 20; application of, 57; weakness and overthrow of policy, 58, 63.
Compensation Board (Navy Department), 140.
Competitive bidding, 5; competitive procedure obligatory in ordinary times, 13; basic idea of, 21; interdepartments, 20; application of, 57; weakness and overthrow of policy, 58, 50.
Competitive bidding, 5; competitive procedure obligatory in ordinary times, 13; basic idea of,

Cost control, 110, 130, 136; navy's cardinal principle of, 144, 279, 281,