

filled with them, you are paralyzed. You have to have flexibility. You certainly can't operate a yard if you have these cars sitting there, whether they are empty or whether they are not.

On cost, there, again, gentlemen, I have no idea who would pay the bill. I know the railroads wouldn't. If we are working a force of this size and moving 5 percent of our traffic, as I understand the Secretary to say this morning, with all of our fixed charges running, with a great number of employees working to move a small number of cars, I despair at what would happen.

I know that the tariffs that we now charge are approved by the ICC. Somebody above the railroads would have to change them.

What about perishables? Congressman Rogers' State is moving a lot of watermelons right now. They will be up in South Carolina before long. Those things are very important. Potatoes out of Florida are going to the boys overseas. How do we know where they are going when they start shipping in carloads, when we are moving a hundred carloads a day? They are not going to an installation, all of them, but many of them do.

We have had a little experience lately that I would like to cite to you gentlemen. There is a little railroad in Florida known as the Florida East Coast Railroad. They have been on strike for a long time. Not long ago their engineers decided that they would endeavor to stop Coast Line from delivering traffic or receiving traffic from the FEC. In order to do that they came over to our yard and put signs on that said "ACL Unfair," and I may not repeat this exactly, "They deliver cars to FEC scabs and take our jobs."

They obviously, through their channels of communications, asked our people not to receive cars from the FEC nor deliver them. Well, what happened? Our people were completely confused on what to do.

You get to a car from the FEC and maybe the engineer would get off the engine and say, "I can't handle it." The train crew didn't know what to do. They said they would handle it. So we put a supervisor on the engine who knew how to run it and switched that car out.

With an organization represented by the trainmen on the ground and his supervisor on the engine, and the complete disunity of the thinking insofar as our employees are concerned in this little, small yard, as to what they should not be do under these circumstances, to me was a most forceful example of the lack of communications and the fact that you just can't get large groups of men controlled by many chairmen to understand the instructions that are vague and fragmentally changing on the hour.

I think discrimination is a big problem, discrimination on the employees. Under the rules of the ICC, we would be calling the senior men in first. What happens to the younger men with children at home? They wouldn't get any work. They wouldn't stand for it.

The same thing would be true of every craft. And the shipper, in the testimony you heard this morning, may be making partly defense and partly nondefense items. What happens to him? Do we deliver coal to a powerplant that is generating electricity that will be used subsequently by some defense plants, and deny it to some other type of facility?

Gentlemen, I don't know. But I foresee a great mass of problems.

How do we collect for the traffic we do move? We won't have any clerical people. This 5 percent that we heard spoken of this morning,