job is not done when he makes a sale. First, he has the power to make that sale any way he can—as a standard product, as a new product, or "as applied." He then shepherds the order through the plant, ensures that it is delivered on time, and if sold "as applied," watches over the application itself. If it is a new formulation, he is usually the one who makes sure, by laboratory test, that the company can make it in its equipment.

The President . . .

Eugene Heckathorn

Plans Entry into Allied Fields

Each geographic subdivision functions autonomously, except for purchasing and accounting. Each is expected to show a profit. And each man is expected to be able to do many things; this follows from the freedom he is given and the responsibilities he carries with that freedom.

The home office backs up the efforts of the field men as well. At the Richmond plant, the company has a laboratory completely equipped with miniatures of all plant grinding and mixing equipment. If a product cannot be made in this lab, it certainly cannot be made in the plant itself.

The development lab provides, in addition to its liquid handling equipment, apparatus and personnel for experimental work with formulations of current products, and it constantly tries to come up with more effective ways to use these products. On demand, it tries out special formulas requested by customers with special needs.

United-Heckathorn fully intends to progress as rapidly in the future as it has in the past. Plans are now being made to enter allied chemical fields, especially in industrial chemicals used in the food processing industry.

Letters . . .

Another Answer For Organic Gardener

DEAR MR. HADER:

We have read with much interest the letter of Mr. Robert Rodale, Editor of *Organic Gardening and Farming*, which was reproduced on page 252 of your April issue.

Mr. Rodale makes no mention in this article of the great number of published statements of responsible and unbiased university and USDA technicians, to the effect that commercial fertilizer and chemical pesticides, properly used, are boons to modern-day mankind.

We realize that this particular letter is directed to the pesticide industry, but we have seen several of the pronouncements on the use of chemical fertilizer, which are just as opposed to the public interest as is the article in question.

We have in our files copies of statements, made by responsible public servants in our universities and in the USDA, to the effect that chemical fertilizers do no harm to animal or vegetable life, when properly used. Further, these people state, the plant does not know the difference between organic and inorganic plant food, since the organic materials which he espouses must be changed by action of the soil bacteria to the same chemical composition as the chemical materials in commercial fertilizers before the plants can assimilate them.

It is a well-known fact that in the case of crop residues, especially the woody types such as cotton stalks, decomposition, brought about by action of soil bacteria, is speeded considerably when these bacteria are fed the chemical fertilizers which they require for their appointed task—bringing about decomposition.

We feel that these scientifically unsupported attacks upon our very important industries should be met head on, as a public service, and that the position of our public-supported scientists should be made public property.

SIDNEY H. BIERLY
General Manager
California Fertilizer Association
San Marino, Calif.