

in the last period of years has come from industrial nurses. Your profession has made an outstanding contribution to the lives of millions of people. This service to humanity is to a large degree now taken for granted by most people. I hope as you carry on there will be the glow, the satisfaction of realizing you are making the lives of many people better. Your effective field embraces a greater area than that of the private nurse. You have a much greater chance to use your own initiative, to accept greater responsibilities and to develop your latent talents to their maximum. But remember, all of this must go hand in hand with common sense. There can't be a full fruition of your talents unless you use all the help available when a responsibility should be shared. This is just as true of your position as of mine. Be sure to call in whatever additional experience the situation demands. It may be that a doctor's confirmation is needed, although the medical problem seems simple. It may be a family problem that needs a lawyer. No traits build effectiveness more firmly and more rapidly than the common sense instinct which leads to asking outside help when needed, and the human instinct which leads to the right person for that help. As to this our jobs are identical.

We can't accurately chart your place as part of the management of this company. Nor do I think anyone in the company could describe mine. To me, you and I are assigned the important task of contributing all we can to help give our people a maximum of security from every standpoint. That explains why in selecting nurses, we stress the importance of the kind of person the applicant is more than we stress her experience. This job of yours needs a good heart as well as a lot of common sense. We stress the degree of your interest in your work, and your interest in our people. If it is real, and we require that it be real, there can be no question of anything being too much trouble if it might help someone. If human calls for help stir you to action you have a great calling, a calling which gives endless chances to make people feel more secure. It has never been possible for any really human being to be lazy when there is an opportunity to help someone else.

UNDERSTANDING THE SUPERVISOR'S PROBLEM

In the early stages of the medical department some of our superintendents were not receptive to the idea of a plant nurse. Also, there were unfortunate incidents which switched the feeling of some who were receptive. There were many faults on both sides. Today at plants, talking with supervisors and nurses, I find generally a fine relationship and real appreciation on both sides.

There are many details to work out as between the superintendent and the plant nurse. As you face these, remember there are really more complications in his job than in yours, more difficult problems on his desk. For you, under less strain, it should be easier to be patient and thoughtful. We do not mean to keep in supervision any but really worthy people. Be sure that your contact with the men does not lessen his contact with them. As you know, we try to carry on so the man in a jam takes for granted the friendship, the desire to help, of the boss. Your job is one of helpfulness, but all the time keep in the back of your mind that helpfulness should be directed toward improving and making closer the relationship between the boss and his people. In doing that, day after day, you build your influence and usefulness, your value to the company.

You are part of the plant's management. Your objectives are