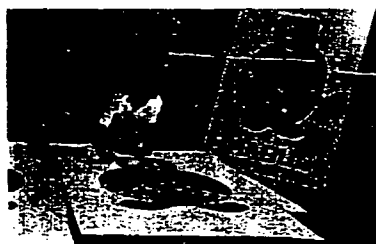


where . . . All the Time." "Knowing is Not Enough," etc. We had posters all over the plant; we had safety committees: everything you can think of, but we still had a problem because these things had been used. They were no longer new.

I had a brain storm, and this is my baby. He did a terrific job for us in four of our Budd plants; and, because he did a terrific job, we want to hand him to you. The program is entirely new, is attention getting, is talk-inspiring, is interest-arousing and includes everyone from the president to the newest sweeper if you want to make it do so.



Our program follows four basic steps. We call this the "I'm a Bug" program. I called together my executive plant safety committee, and I proceeded to make them "I'm-a-Bugs." This little character, "I'm a Bug," is symbolic. Here's the idea. I'm a bug on safety. That's all he is, and it is easy to guess, but you'll be amazed at the number of other answers that it generates as you unfold your purpose.

I called this executive safety committee together, and I proceeded to outline to them the four steps we would follow, and I made them "I'm a Bug" simply by putting on their lapels an "I'm a Bug" pin. They became at that moment a bug on safety. Then, we hit the personal side by saying, "Fellows, as executive safety members, you are now bugs on safety and you are the stepping stone in our program that is going to take four weeks to cover. In that time you must, to make the program successful, follow implicitly the outline. By that, I mean for the next week you cannot tell anyone what that pin means. You have only one answer. The guy comes up to you and

says, 'I'm a Bug.' What's that about? What's it mean?' You say, 'You'll find out.'"

You know, that came to be a watchword overnight. "You'll find out." Pretty soon everyone was saying, "You'll find out."

During the first week, our executive safety committee, comprised of our top management in the plant, including our plant manager, wore pins that nobody knew anything about. The following week, we conducted our monthly foremen's meeting, and at that meeting we decided to bounce this program to them. We made them "I'm a Bug" simply by handing them the pin, telling them to put it on, wear it all the time you are in this plant. Further, don't tell anybody what this is about; just say, "You'll find out."

At the end of our second week with all our foremen and all our executive safety committee wearing this pin, there was no one who knew what it was all about except the wearers. We had a lot of curiosity aroused in our plant. At the beginning of this program, the first poster appeared on a Sunday afternoon throughout that plant anywhere there was a spare piece of blank wall, poster board or anything else. That poster appeared on Sunday afternoon with nobody in the plant. People coming in on Monday morning or Monday afternoon or Monday's third shift, everywhere they looked they saw an "I'm a Bug" staring at them. And it was talked about.

The second week, as far as the employees were concerned, foremen were wearing the same pins that were appearing all over the plant on posters. During the third week, our instructions to our foremen were that they would receive as many pins as they had employees working for them. We told them, "We want you to make your people 'I'm-a-Bugs.' This is how you can do it. You can make an "I'm a Bug" out of one of your employees if you see him doing something about which you have cautioned him and he is doing it right and he is doing it safe; or, he comes to you with an idea to prevent an accident in any way or form. We don't even care if it's a good idea or a lousy idea. As long as this man is thinking and has an idea that is acceptable or not, he is thinking safety. He is a bug on safety. Make him an "I'm a Bug." Tell him why, and tell him don't divulge it but

say, 'You'll find out' to any employee that asks him who is not wearing an 'I'm a Bug.'"

Most important we had people talking, and we had them talking about something that, to them, was important. Those in the know thought they were pretty sharp. Those who were not in the know, we double crossed; we really double crossed them.

At the end of that third week, I sent a letter to all employees in our 6,000-man plant and this included our officers. The letter stated: "We suspect that the Budd employee in your family has already let you know about the little fellow, 'I'm a Bug.' He has become well known to all our people as 'I'm a Bug' born at the Budd Company's Detroit plant less than a month ago. He gained immediate acceptance by all who met him. In the campaigns he has been conducting, he gained scores of followers every day.

"The only way in which we can describe him is to say he is an idea which has grown into an attitude and that is what an 'I'm a Bug' is. 'I'm a Bug' simply means I'm a Bug on safety. I am such a bug on safety that I am constantly alert for those things that cause accidents. Since most accidents occur because someone does something wrong, I'm always taking a look at the way I do things. I'm finding ways to do them better and more safely. I believe in bugging other people too if I find them taking chances, but such an idea is not confined to work out at the plant."

"A fellow's wife bugs him until he cleans up that fire hazard in the basement, gets rid of the tripping hazards on the basement stairs, puts a new bulb in the dark closet, and many more too numerous to mention; but we can retaliate by pointing out that matches should be placed out of reach of children, high heels should not be worn on highly waxed floors, the radio should not be played in the bathtub and you know how it goes; but, when it comes to being a bug on safety, just think how we bug our children, teaching them to cross the street safely, teaching them to ride their bikes safely, and teaching them to live a full life safely.

"The Budd employee in your family is probably wearing a bug pin already. It was

given to him by his foreman in recognition of a fact that the employee believes in and practices safety. (Here comes the double cross.) If he hasn't received his pin yet, maybe he hasn't earned it by using safe practices."

I never heard such repercussions as we received from that letter. We had women calling, "What's my husband trying to do, kill himself over there? Does he practice safety, does he want to get hurt, can you control him? Make him do it."

We had men coming into my office, the plant manager's office, and the superintendent's office saying, "Look I want a doggone pin. I don't want to get hurt. What's this thing all about?"

That was the fourth week. These letters went out at the end of the third, so we told our foremen the plan of operation for the fourth week. The last week you have about 40 per cent of your people who are not "I'm-a-Bugs." As yet, they still don't know what it's all about until they read that letter. Now, you take five minutes and talk to every man who doesn't have a pin on. Explain why. You watched him for weeks trying to find one thing right that he was doing safely. One little extra thing or the fact that he didn't come to you with anything concerning a safety idea. Explain to him why "I'm a Bug" is important.

Now you give him a pin. Join the group. Become a bug on safety. We finished up those four weeks and very truthfully not because of my efforts, but because of the efforts of our foremen who ran this and the employees who loved it. We had a far better program, far more results, far greater and far reaching results than we ever would have anticipated.

The Greater Detroit Council is now handling this program. It is available to you. They in turn are going to make a little bit of money on it, not much, and they are going to use it for civic projects. During the week, our foremen received their pins.

One foreman in our tool shop had at home a little six year old daughter, who asked, "Daddy, What's the pin about?" So, he told her, "This is an 'I'm a Bug' pin. The safety man gave it to me over at work today, and I'm supposed to bug people on being safe so they don't get hurt. That