it is probable that some unbiased influence must come into the picture to bring the opposite points of view into focus. Court decisions, whomever they may favor, leave in their wake a string of resentment.

The National Safety Council has the confidence of the public and it is hoped the Council has the confidence of the railroad industry, also. Safety must be made reasonable and interpreted as such. Through a process of education the public must learn to share responsibility. Let me remind you that the Council as a non-partisan influence has done more than any other agency to bring about a national consciousness of the safety problem and all of its aspects and ramifications.

Let me remind you specifically of a few of the Council's public safety activities which influence the public attitude toward safety. Every daily newspaper in the United States is reached regularly by the Council with special publicity releases. More than 12,000 copies of *Safety Education* magazine with Lesson Outlines are distributed monthly in our primary school systems, influencing the actions of little children for safety. Hundreds of civic organizations have directly affiliated with the Council and are taking leadership parts in their communities for public, street and home safety. The Council has given active and strong support to the National Conference on Street and Highway Safety and is energetically and increasingly encouraging the enactment of legislation like the Drivers' License Law which forces the individual to accept responsibility when driving on the public highways.

More important, perhaps, than all of the specific activities I could name that now tax the Council's resources and leadership, is the stark fact that the Council is known not to have any economic interest whatever to activate its plea for accident prevention. It stands as a monument to co-operating, unselfish, idealistic efforts to preserve our greatest national asset, which is human life. It is on this foundation that it has won respect and confidence.

Safety Today

By THOMAS H. CARROW

Superintendent of Safety, Pennsylvania Railroad, Philadelphia

The speaker said in part: Safety today is an operating matter that requires the same analytical, thoughtful attention that every other operating matter requires, and the success of any railroad, any division or department of a railroad in safety, will be proportionate to the constructive attention given it.

Prior to ten years ago, the so-called safety movement consisted almost exclusively of propaganda, persuasion and evangelical appeal. As the subject developed, our knowledge increased and we soon found that safety had to be treated exactly like any other important problem. Every aspect of it had to be analyzed and a conclusion reached exactly like you would in an engineering problem. The first step in safety, then, was the acquisition of knowledge. The second step was developing ways and means of imparting the knowledge; and the third and last and the most important step of all was to induce the action that the knowledge ought to cause people to take but which people do not take unless they are obliged to take it.

Instead of speaking of reductions in accidents, in the future the average railroad officer is going to ask his operating officials, "How far short are we from the best record it is possible to make?" Not whether you have made a reduction of 50 or 75 or 80 or 90 per cent, but how poor is your performance today? Not, how good is it, but how much further must you go before your performance is acceptable to the management of this railroad?

Last year 621 employees of the American Railroads were killed and 21,417 were injured. The total casualty rate was 7.50; that is to say, to remember it easily, 7½ per million man-hours. Compared with 1923, the reduction is 75 per cent.

Let us see how these accidents are distributed among departments. In the maintenance of way department we are having approximately 5,200 casualties per year, which makes up 24 per cent of all the employee accidents on the railroads. In the maintenance of equipment department we find approximately the same number of injuries, that is to say specifically 43 per cent, and their casualty rate is roughly 7 per million man hours: the reduction since 1923 is 86 per cent, an almost unbelievable figure. There were 2,200 casualties to transportation employees last year, mostly station laborers, freight handlers and other outside platform men.

It is interesting to note the variation in rates among the various railroads. In the maintenance of way departments the variation ranges all the way from 2 to 15. In the maintenance of equipment departments the rate ranges from 2 to 10. The variation in the rate in the train service on the railroads ranged from 4 to 20. In a list of 14 railroads in Class A, the road that occupies the top of the list has a rate of less than 2 per million man hours while the one at the bottom of the list is more than 12.

What may we expect the employee casualty rate to be for the year ending December 31, 1939? I am prepared to say that it ought to be less than 4 casualties per million man hours; it is now 7½.

This is predicated upon several propositions. First, nearly all accidents are preventable. The second proposition is that half of all roads are now worse than the average and it will be comparatively easy to bolster them up to as good as or better than the average. The third proposition is that a number of roads regularly make rates less than 3. That is a very impressive thing that there are several railroads that haven't gone over 3 in this country in the last two or three years. The fourth proposition is that it pays from every standpoint to have a good accident record.

Any management of a railroad that considers these four propositions will certainly put the machinery in motion to achieve desired results.

Singularly enough, the percentage of reduction that is required to achieve a rate of four employee casualties per million man-hours will not be as great as it was to achieve the present one as compared with 1923.

Address

By R. H. AISHTON

President, The American Railway Association

The speaker said in part: I watched your ceremony of "joining hands" this morning with a great deal of interest. I feel that this action that has been taken during the past year, and which you have consummated and sealed today, offers the possibility of great returns in what you are all striving for, and by your unity of effort will, I know, bring about greater safety to the public. All I can say is, don't let little things interfere with this great opportunity. I feel that from this union you have ratified and agreed upon will come great things for the attainment of which both organizations have been striving. You both have accomplished great things. United you will accomplish greater things.

The obligation of the railroads has always been to furnish adequate, safe, and efficient service, and continued service. Railroads, like no other industry, are rigidly regulated, but the crucible of science, regardless of regulation and all that kind of thing, has shown to railroad managements that safe railroading is good railroading.

On behalf of the railway executives of this country (I am authorized to speak for them), I want to again extend my sincere and their sincere and hearty congratulations on the work that has been accomplished and the plans for the future for the Safety Section.

For the past decade you have been climbing along the hill toward your goal of complete freedom from accidents. The pathway at all times has been steep and for three years past, three bitter years, it has also been narrow and dark—narrow because