power, and we are trying constantly to increase the scope and effectiveness of our work in that direction, and we also believe that under the Workmen's Compensation Laws, stock insurance will be more effective in every way. From the fact that we will have a definite basis to work upon, I believe that we can give rates and furnish service which will be satisfactory. At any rate, if we cannot do it, we will be eliminated as not fit to engage in that line of business, by the law of the survival of the fittest, and we are prepared to submit ourselves to that law and accept the consequences.

In regard to this Congress, I would like to say that I think this is one of the best movements that has ever been started, and I hope that it will result in the formation of a nucleus for spreading safety information of all kinds throughout the entire country. One of the men who came to this Congress, said in my hearing, when he saw one of the measures of accident prevention exhibited below, that if he got nothing else from this Congress, his time and money would have been well spent in getting the information on that one thing alone, and I believe that the getting together of safety men in this way will result in improving the efficiency of every one of us. I think we can all learn, not only about safety devices, but of safe methods of working, means of catching the workman, and they will catch enthusiasm from each other which they will carry out and spread farther and farther, and I want to say, and I believe I speak for all stock insurance companies, we will be very glad to support this movement in any way, both financially and in every possible form of co-operation. (Applause.)

HAVING THE MEN WITH YOU

ARTHUR T. MOREY, General Attorney, Commonwealth Steel Company

I feel honored to be one of this meeting because we are participants in a movement for better things.

While it has taken the club of the law to awaken some of us, and while our mercenary sense has spurred us on as we have become more conscious of the wasteful cost of industrial accidents,—still behind it all is the increasing spirit of truth and right-mindedness

abroad in the land. The public conscience is coming to more and more see the need of basing things on right and just relations among men—perceiving the greater need of ***man's humanity to man.*** Who can tell that this feeling of right-mindedness will expand until we are intelligent enough to need no other motive than to base things on the sanity of the brotherhood of man. And I am convinced that consequent to such a sanity would come an affluence of results in stockholders' dividends, as well as otherwise, that we now but little comprehend.

My subject is: "Having the Men With You." My subject is disposed of at the very start by the consideration of *one* thing upon which it all depends, and that is as to whether or not we are ready to recognize workmen as men. *We* know of no other way to get the men with us. The Safety Department cannot do all the work of treating the men as men. The sincerity of that condition is expressed to the men in fair wages, just treatment, and a right attention to the proprieties relating to the men's health, comfort and contentment. If these fundamental things of substance are not first forthcoming in this work, we are become "as sounding brass and a tinkling cymbal."

As to our idea of the way to treat the men. We don't believe in *giving* the men anything. We have, and are providing a good Club House and library for our men, a pleasant dining-room for our foremen and lunch room for the workmen, shower bath and locker accommodations, a dispensary, night school, lectures, etc., but in no sense are our men objects of our charity. We are not engaged in any philanthropy. Our men are not our wards,—they are our partners, our associates and our friends. The management are the friends of the workmen, and the workmen are the friends of the management. Can you estimate the value and force of having 2,000 real friends working for you? Paternalism is very distasteful to the independence of American workmen, and these better conditions in our plant are not inaugurated to *give* the men something, any more than we feel we are *giving* them edges on their tools, coal for the boilers, or the right mixture of sand in the foundry. We believe these better conditions are simply part of a properly equipped plant. We feel that these right conditions for the men are as important a part of the plant's equipment, as steam in the boilers and roofs on the buildings. Our men are the most important equipment we have.

Even in our school we do not *give* the boys an education. We invite anybody in the plant to come to school, and have arranged that any employe can get any education he needs for his life work through Correspondence Courses. Each boy must make his own contract with, and pay to the Correspondence School the cost of his Course, the company's school only furnishing the school-room, the routine and the instructors to assure his doing his work and mastering each step in his Course, so that he will be encouraged to persist in completing his Course, which we feel will get him a splendid result. But if he attains 90 per cent efficiency in his Course, the company reimburses him what it has cost him. While it hurts a boy to give him something for nothing, it encourages him if he earns something as the result of *having* accomplished. This also helps the boys to be thrifty and save their money, which upon their making good is returned to them the same as if they had put it into a bank. In other words, the employes at the plant are not *given* an education, but are given the opportunity to earn one. In the school work, we want the boy to take the Course that will do him the most good for his life work, even though it does not equip him to remain with our company. We could not have the boy's interest at heart to do otherwise. Enough of them will stay with the company to make a satisfactory return for the effort and expenditure, because we cannot do good without getting good.

And our object is not to get gratitude. As someone has said: "It is better to put the iron of courage into a man's soul, than tears of gratitude in his eyes." Our object is to get efficiency and output. We believe the way to proceed is to simply see that we are right-minded ourselves, have right-minded conditions in our plant, our product and our salesmanship, and to have right-minded men work for us. Having these right conditions, all other things will be added unto us.

The greatest law we are all up against, is the law of cause and effect. You cannot sow injustice, meanness, dishonesty, and selfishness, and reap good from it, any more than you can sow tares and get wheat. On this policy the Commonwealth Steel Co., has built up a dignified and successful business.

Now as to safety work itself: In approaching this subject, I speak not only as a safety man, but as a stockholder and a director in my company, concerned with efficiency and output as well as in

the reduction of accidents. I fail to see any line of demarcation between these things. Safety work and right conditions in the shop and among the men, are part and parcel of good management and good output. It is astounding that in some plants the safety department seems to be lined up against the plant organization. It seems like turning Don Quixote loose on the wind-mill. The safety man is righteously backed up by some person higher in authority, and so has to be tolerated and gotten along with by the foremen and others, but seems to be considered as very much like the pestiferous fly that attends us at our late Sunday morning nap. It would seem that the best safety work will be done when the whole company and plant organization feels it is as important a part of their work as anything else. Our own company has placed one of our directors in charge of this work. His cordial acquaintance and friendship with the plant officials, foremen and many of the men, has made a very pleasant relation, and everyone in the shop seems earnest and anxious to do everything he can to help along the good work. There should be the attitude in safety to help and not hinder the work of the shop. A great many features of safety work will really help the efficiency and output of a department, and will give a sense of security to the men that should make for better work. There is every reason why the management and the men should be heart and soul behind safety, because they can be shown clearly that it is all in their interest, and self-interest is one of the strongest human traits.

We have tried also to establish a pride in safety work by doing things well. We selected the best mechanic in our machine shop and made him foreman of safety work installation, and raised his pay. The Master Mechanic has been heart and soul in the work as well as the Plant Superintendent and Works' Manager. There has been a splendid interest taken, and what work has been done to date has been of the best quality. If safety installations have not the merit of best quality, they are liable to become a menace by themselves getting out of repair, and thus give a false security.

To make safety work entirely one of self-interest, our company has felt it wise to care for our safety work and improvements out of a special fund provided by the Board of Directors for this sole purpose. This has prevented the shop-showing in maintenance and operating costs being burdened by safety expenditures. The

shop officials have therefore felt that the safety work has not stood in the way of their getting any other appropriation they need for their shop. It has had the tendency to help rather than hurt the maintenance and operative cost sheets, bcause safety improvements are sometimes made where otherwise necessary repair or equipment expense would have been charged against the plant. This separation of the financial burden of safety work from the plant record, is presented as a specially helpful and wise feature.

We have only as yet scratched into the educational features of safety work with regard to promulgation of rules, etc. Our organization is such that when a rule is promulgated, it is strictly enforced, so we are being careful not to promulgate rules faster than our new safety conditions are ready for them. We have as yet only slightly used the important feature of having safety suggestion committees in the different departments. We feel that any safety suggestions offered that are good, should be speedily acted upon to encourage the committee. There are so many important safety improvements to make that we feel the need of getting them out of the way first before we receive less important suggestions from the committees, the failure to act upon which might mean discouragement to the men.

And now I come more specifically to a very important point in this kind of work, and that is the spirit of the organization and of the shop. Our President, Mr. Clarence H. Howard, is very strong in his ideas of organization, discipline and co-operation. He says if you put ten men around a load, and they all push against it from different points, the result is nothing. If five men pull one way and five pull oppositely, the result is still nothing. If eight men pull one way and two another, you have the value of only six men, the wages and labor of the other four being lost and wasted, and in this waste is often the difference that makes up the net profits, and the difference between the success and failure of business. But if you can get the whole ten men pulling in one direction together, you get the very highest result. This is team work that shows on the profit side of the ledger and shows in results in safety work. Our President is insistent that ours is the Commonwealth Family, and that everybody must love each other or get out. Everybody must be in cordial harmony and pull together. Because the spirit of right-mindedness and justice and fair

dealing prevails, this is not a difficult condition to maintain. The foreman and plant officials meet under cordial friendly relations in the Club House at noon for dinner, and after dinner engage in a pool tournament, etc., that makes for friendliness and good feeling.

To summarize, I cannot say more than to repeat that we believe in being right-minded ourselves, having right-minded conditions in our plant in the matter of fair wages, just treatment, and with regard to the health, comfort and convenience of our men, having right-minded conditions in our output and our salesmanship, and having right-minded men to work for us; recognizing fully the independence and worth of our workmen, and never stooping in any way to the paternalistic; all proper safety and welfare conditions being considered as a necessary part of the regular plant equipment to have in our plant organization a spirit that pulls together in everything that is projected as a company matter; putting in charge of safety work an official of the company who is in touch with the management and the men and the needs of the shop in a helpful way, and who can see the plant problem as a whole; having the highest quality of work done in all safety matters, and handling safety expenditures in a separate fund, making every condition of the safety work a help and not a burden to the plant and enlisting self-interest on the side of the work in all its phases.

I wish to take this opportunity to cordially thank the safety men throughout the country for the very cordial and hearty assistance they have uniformly been ready to give in furnishing any information, drawings or data with regard to safety work, all of which is very gratefully acknowledged by our company, and we trust we may be able to duly reciprocate.

METHODS FOR PROGRESSIVE ACCIDENT PREVENTION CAMPAIGN

F. A. Barker, Safety Engineer, National Association of Manufacturers

Mr. Chairman and Gentlemen: When I was first invited to make a few remarks at this congress, I wondered after looking over the list of speakers what I could further say in the accident prevention work. Safety has been discussed in