

turing Co., whose management has not realized the responsibility either from an economic or a humanitarian standpoint.

"The sessions today and tomorrow will allow us to study the affairs of this company with a view to the steps that will be necessary to reestablish it on the right side of the ledger. The speakers who will appear on the platform have been drawn from diversified lines of activity. It has been impossible, consequently, for them to dovetail precisely the talks which we would like to convey. But they will carry out the major objective of these sessions, which is to expound principles, and if we accomplish this effectively, your attendance will not have been in vain.

"We will, then, by way of introduction, give you a look into the office of the General Manager of the Disc Manufacturing Co., where internal affairs have been anything but good and we find this manager struggling blindly to bring order out of chaos."

The delegates were then both entertained and made thoughtful by the presentation of a little playlet entitled "Profit or Loss." This playlet had the following cast of characters:

General Manager, M. J. McCarthy, Safety Director, Fisher Body Corp., Detroit.
His Secretary, Helen Whalen, Washington, D. C.

Safety Engineer, J. V. Lyle, Personnel Director, Fisher Body Corp., Cleveland.
Chairman, Board of Directors, Marvin A. Heidt, Personnel Director, Budd Wheel Corp., Detroit.

Board of Directors, The audience.

During the progress of this playlet the cost of accidents and of accident prevention measures was developed in a striking way and the safety lesson was driven home. Chairman Heidt then introduced the first speaker.

Modern Management's View of Safety

By CHAS. T. WINEGAR

Director of Personnel, Chrysler Corporation, Detroit, Mich.

In substance the speaker said that he had been associated with safety work for eighteen years but that his becoming safety-minded probably goes back only to four or five years ago. He was leaving the Olympia Boxing Palace in Detroit one rainy evening. There was a very large crowd, and the usual congestion of traffic was so bad that it took him nearly twenty minutes to cross the street. He was a witness of an automobile accident in which a young boy was badly injured. The speaker drew a striking picture of the boy's badly broken body slumped in the roadway, of the darkness and confusion, and of a drunken driver who was able to escape without being apprehended.

The speaker took this incident to draw a comparison between the conditions under which we live day by day in the outside world as compared with the organized life of the worker in the average industrial plant.

Nevertheless, he said, the problems of the safety man are more or less complicated because he is dealing with humans and we know there are all kinds of human people. Also, the safety man has to deal with the emotions of human beings. Our emotions make us strangers to each other and make up the difference between profit and loss. The safety man in his profession has been doing the best he can to correct man's emotions.

One of the striking things evident in industry today is the fact that the industrialist who came up from the ranks wants his employees to have something he did not have. He wants his employees to work under safe conditions. Under present conditions, therefore, the safety man has a more important job than he has ever had in his life, and he will have a still more important job in the future.

This long period of unstable industrial and economic conditions has affected everyone directly or indirectly. How do you think it has affected the man formerly steadily employed, but who has recently been working only one or two days per week? And how do you think it will affect the man who has been out of employment for months? In my plant, we find that a great many of our accidents are occurring to the man who is newly back on the job. And these circumstances are bound to have an increasing influence upon accident rates in the future.

But management has a deeper interest in the welfare of the employee than it did some years ago. I have been interested in watching eye cases. One day not long ago I saw a workman with a bandage over his eye, and I stopped him and asked him what was wrong. He stated that two or three days before he had a cinder in his eye and he had not slept for three nights. I took him down to the factory hospital and instructed the man in charge that if this man was not better before morning, he was to be sent to an eye specialist. The specialist saw him next day, and stated that the man had been properly taken care of in the plant hospital. However, this little personal attention had its effect both in the mind of the workman and of the eye specialist. The word quickly got abroad through our plant that someone higher in the management had taken a personal interest in an injured man.

I understand that some firms have entirely eliminated their safety program, because of the so-called expense in these difficult times. I consider this a very serious mistake. In one of the Detroit plants where safety work was discontinued, an employee has since been seriously injured, and in this plant it has proved to be a tremendously costly lesson.

The Personnel Department's Place in the Safety Program

By DR. JAMES H. GREENE

Manager, Cooperative Department, Studebaker Corp., South Bend, Ind.

The speaker said in part: From my point of view, the term "Personnel Department" is an all-inclusive one. It follows, therefore, that a properly constituted personnel department will contain within it, as divisions, all of the various activities which deal with relations between the employees and the company. By the same token, therefore, the safety department or division becomes a unit in the personnel department. I would somewhat arbitrarily classify the essential personnel activities as follows:

1. Working conditions including safety, health, employee service such as cafeterias, and other employee conveniences.
2. Wages, job stability and financial security, including such items as savings, insurance and pension plans.
3. Promotion possibilities and general morale, including opportunities for training, recreation, etc.

A thoughtful consideration of these items will show that the element of safety is an integral part of each of these phases of industrial relations. Only the safe worker can derive fullest advantage from the personnel activities instituted to make the employee's relations with his employer mutually helpful and profitable. Ill-health makes a man a poor safety risk. The enjoyment of the benefits of safety, insurance and pension plans is contingent upon the continued safety of the worker. Only the safety worker can be considered as a possibility for promotion. In short, the employee's efficiency, his personal well being, and satisfaction with his work, his opportunities for advancement, all hinge on whether he continues to carry on his part of the work without injury resulting in temporary or permanent physical impairment. The safety program is therefore the core of the general personnel program.

A safety program, like any other thorough-going educational process, is carried