

an organization which keeps up to date on all of the latest devices, that is aggressive in promoting them and in encouraging their use, that has enough go-gettiveness to persuade the executive management of the plant to be interested, and to get the supervisors and the workmen and everyone else to work with them. We need that safety department as a spearhead. We must have it. It is a MUST.

But no safety department will make the plant safe. No plant and management can make a plant safe. The plant management must be sympathetic, must encourage safety, must put its weight behind it. But not alone. Everybody has got to be safety conscious—every supervisor, every workman. They have to think all the time about doing everything in the way that will be the least hazardous. One of the ways in which that can be done is by promoting good housekeeping, orderliness. Things that are stacked properly don't fall over. If there is no rubbish pile, you can't trip over it. Not only do housekeeping and orderliness promote good production and workmanship, but they promote safety.

So I would think that the very first move in trying to make a safe place to work would be to do a good job of housekeeping. Then from there on, keep everything in mind, that anything that can cause an accident is a potential hazard, not only to the physical well-being but to the economic investment with which we are surrounded. And if we could school ourselves to do that

and school everybody in our organization to do that, we will probably come as close to the ultimate in having a safe place in which to work as anyone could come.

Safety programs are supposed to improve morale. I don't know what morale is. Some people think it is having music with your work, and others have different formulas. But to me morale is mostly made up of being satisfied with the place in which you work, having confidence and respect for the people you work with—your supervisor having respect for the workman, and workmen having respect for the supervisor. And all of us can have more respect for the other fellow in our organization. It is to feel that he has an interest in our welfare and our safety and that he is doing something all the time to try to make our work place a better place in which to work.

In talking with our foremen and superintendents, I always try to break down overhead and other abstract things around a manufacturing plant, into terms they can understand. I try to represent the lights that are burning, the machines we buy for them to use and it represents all the brass hats and it represents too many brooms when they don't use them in the right way. It represents little things and safety in the same way represents little things. It may mean that you take a side step sometime instead of stepping forward and you step into an unsafe position instead of a safe one.