

necessary, to better their lot. He must be willing to stick his neck out for his men where necessary. These qualities are even more important today in supervisory positions than technical know-how.

Making a company "a better place to work" involves a respect for the ideas and suggestions of everyone to the point of being willing to try any suggestion that seems even a fair gamble. Where possible, employees should be consulted before making changes which directly affect them. A good example was afforded in our Denver plant where the Industrial Hygiene Department designed a downdraft for a chip-ping bench. At the suggestion of our Industrial Hygienist, the man working on this bench was consulted for his recommendations as to the height of the bench and other details. He was pleased. This practice gives the man a very personal stake in the change and he is likely to strive that much harder towards its success.

We have had just the opposite experience at many plants where for example the men have not been told why it is important to keep upper windows closed, with the result that they go around opening these windows, thus short-circuiting the entire ventilating system.

BUILDING INTEREST IN HYGIENE

A large portion of my time is spent visiting plants. My average has been fifty such visits each year — to an average of thirty-five different plants. Backing the safety and hygiene departments is one of the prime objects. If the President himself runs into shortcom-

[44]

ings, that does help. At each place there is time for a talk with our nurse in the presence of the superintendent. With him there you get a chance to strengthen her hand — slip her an ace or two. You can tell her how important to the company are the human things she can do for company people. As our plants are small she gets many opportunities to help the families, and you discuss this, trying to increase the amount of such help. Before going there you get tips on where she excels and where she falls down on her own "possibles." It is important to remind her that we have no better line of communication with company families than through her. They talk with her frankly. Every opportunity she gets to help in the home, makes a closer tie with our people. When you can help a wife or a child in that home you are helping to build a better future in human relations.

When company doctors or nurses help in a supervisor's family you speed cooperation many-fold. One foreman, back after a two-year battle with tuberculosis said, "Except for Dr. Hamlin I would never have worked again." There is a man who will help build our safety and hygiene success.

There is no better route to improving foremen's attitude toward their men than building interest in their health and safety, and their line of communication is clearest when they talk with the man about his family and their health.

If that is your objective do not try doing hygiene work by edict. It can only be done by teaching. Before you can do a good job of teaching, you must know your students. The Medical Department must know the men in plant supervision or they'll get nowhere. That is rule number one if you doctors and hygienists are sincerely earnest in your work. The department's approach must be teaching — a minimum of telling.

[45]