

on both formally and informally. The formal items will include routine safety instructions, safety meetings, the work of safety committees, and such devices as bulletins, bulletin boards and articles in the employees' publications. Informally, the personnel staff will promote safety through individual personal contacts with both employees and supervisors at machines, workbenches, and in various private offices.

During the period of slack work, employees find difficulty in maintaining the rhythm necessary for safety and satisfactory production. A certain period of readjustment is necessary when a man returns to work. This is the dangerous time as far as accidents are concerned. Constant care and watchfulness must be exercised to see that he does not lapse into careless habits of work. In such times it follows that the safety division will have to continue its work with a reduced personnel. If other personnel workers can make it their business to take up the slack, the safety program can be maintained and the safety record of the plant will not be endangered.

The employment division will cooperate by emphasizing the importance of safety at the time of employment, transfer, and other contacts with employees. The medical division will assist in the analysis of accident causes, preparation of literature, talks before employee groups, and by personal contact. The training division will emphasize safe practices in every training program. Safety is such an important part in the industrial relations program that I believe the thread of safety and safe practices should run through all the contacts of personnel workers and employees.

In a period of retrenchment the safety program is even more vital than in prosperous times. From the standpoint of the employer, serious accidents cut into production costs more heavily at such a time than when production is at a higher level. From the employees' standpoint, the loss of wages is much more serious because of the difficulty of saving for a rainy day when wages are barely sufficient to keep the family going at the best. Management is naturally compelled to curtail all non-essential activities. While safety can readily be called a non-essential, frequently it must be demonstrated that the personnel staff is actually producing savings by its safety activities if unwarranted reductions in the staff are to be prevented.

Activities in Slack Times

When work is slack there are certain specific things which can be done to further a safety program which are not possible during peak operations. These may be listed as follows:

1. Machinery should be checked over for hazards which can easily be overlooked under maximum production conditions.
2. Personnel workers who are handy with tools can make necessary repairs to guards, thus saving maintenance costs.
3. All safety equipment which normally is in constant use can be checked over and inspected during slack periods.
4. It is possible to watch operations more in detail than is possible under normal operating conditions and hence provide safeguards against hazards which might easily be overlooked.
5. There is more time for safety training.
6. Systematic inspection of elevator cables, chain hoists, and similar equipment can be conducted during such a period.
7. This is a good time to inaugurate a program of inspection of drawings of all new dies and tools, including safety device features.

WEDNESDAY MORNING SESSION

October 5, 1932

The session opened with a presentation of the Report of the Nominating Committee consisting of Hoyt L. Fracher, Detroit Steel Products Co., R. A. Shaw, Murray Body Corp., and R. F. Thalner, Buick Motor Car Co. The following officers were presented for consideration and were formally elected:

General Chairman, Carl Storek, Buick Motor Co., Flint, Mich.
Vice Chairmen, M. J. McCarthy, Fisher Body Corp., Detroit, Mich.
 Dr. James H. Greene, Studebaker Corp., South Bend, Ind.
Secretary, K. A. Callam, Kelsey-Hayes Wheel Corp., Detroit, Mich.
News-Letter Editor, Nils Juell, Hayes Body Corp., Grand Rapids, Mich.
Program Committee Chairman, Hoyt L. Fracher, Detroit Steel Products Co., Detroit, Mich.
Statistics Committee Chairman, C. W. Bishop, Locomotive Manufacturing Co., Williamsport, Pa.
Engineering Committee Chairman, V. H. Kupferer, Studebaker Corporation, South Bend, Ind.
Slides and Safety Kinks Committee Chairman, Marvin A. Heidt, Budd Wheel Corp., Detroit, Mich.
Membership Committee Chairman, M. A. Kroger, Chevrolet Forge Div., General Motors Corp., Detroit, Mich.
Publicity Committee Chairman, W. A. Bechill, Chrysler Corp., Detroit, Mich.
Health Committee Chairman, Dr. A. F. Lecklider, Fisher Body Corp., Detroit, Mich.
Members at Large:
 L. E. Averill, C. H. Dockson Co., Detroit, Mich.
 C. M. Dotterer, Graham-Paige Motors Corp., Detroit, Mich.
 R. A. Shaw, The Murray Corp. of America, Detroit, Mich.
 R. F. Thalner, Buick Motor Co., Flint, Mich.

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The Medical Department Presents the Case for Safety

By DR. A. F. LECKLIDER

Medical Director, Fisher Body Corp., Detroit

The speaker said in part: I am to endeavor to show our management and our directors where, in the eyes of their medical department, it is worth while for them to spend their money, their thought and energy in formulating and backing up a safety program. Times, I am informed, are now less prosperous. There is a tendency everywhere toward wholesale economies and the elimination of all activities classed as non-essential or non-productive.

I have noted many of the economy measures put into effect and have felt the pinch two times a month myself. All these measures have seemed to be only partly successful in keeping the Ship of Industry on an even keel. In the same hour when someone of these measures, productive of a few dollars and performed with backbreaking efforts, goes into effect, two finger amputations and a fractured leg come into the hospital. By this event your small decrease in cost of quarter panel finishing is shot for four and a half days; your first class hand sawyer is transformed into a third class trucker, who becomes again, as the depression comes into full swing, a first class client at the doors of your welfare department. No proper technique on the stumps of fingers will enable those stumps to completely surround the hand of a lever or a hammer again.

I do not know of a single serious injury which has not resulted in a social problem case. All are potential social problems, many of them with aspects en-