

—interesting influences of national scope, such as bank holidays.

Chairman Boulet: Elections and world series?

Mr. Alexander: Right.

Mr. Beck: I disagree with the statement about the foreman doing safety work on a part-time basis.

A foreman will do it in his own department, yes, but you are interested in the whole plant. If you have a small plant you can maintain interest with a part-time safety man, but only if he is given responsibility.

Chairman Boulet: I think that clinches the part-time question: In a large plant a full-time man is necessary, and in a small plant a part-time man can do a good job and maintain interest, provided he is definitely given the responsibility and authority.

Mr. Turner (Bethlehem Steel): What influence has the depression had on the let-down of safety?

Mr. Webb: A great deal, because our executives, even though they were safety minded and thought a great deal of safety, neglected it during the depression.

Safety effort reached bottom during those years, but I think it is coming back fast. It is regaining executive assistance and support, and that is what you must have to maintain interest in safety.

You must have a two-fisted executive who will go down the line and say, "I am for safety, and I am going to have it!"

Chairman Boulet: Does a continued good record cause a let-down in safety?

F. M. Pepper (Illinois Bell Telephone Company): There is a danger of that. I am not a very strong advocate of contests, and the reason lies right in with that. I think there should be some form of appreciation of a job well done, whether it is safety or something else, but I don't think we should pick out the safety job particularly and pin saucers and medals and other things on men's chests just because they did something they should be doing; and that goes for the supervisory people just as it does for the workers.

A continuous and successful safety program brings a danger of getting contented with what we are doing. The winning of too many contests will lead to

that to some extent, and it takes an energetic executive to keep prodding us, to keep us out of that situation.

H. P. Heyne (Industrial Commission of Ohio): I disagree. In Ohio we are interested in the community type of safety campaign, and in Cleveland some years ago we started a safety campaign among all the industries. We had 307 companies. This year on October 1 we completed our sixth annual campaign with 1,400 Cleveland companies. If there is any way to maintain interest, and if there is any way to keep from getting too satisfied with a safety record, I believe this is one way of doing it.

Not only has it proved successful in industry but also in vehicle fleet management.

As a matter of fact, the company that won in Cleveland this year has now won first place four times out of six years; and it employs 1,800 men, and works close to 2,000,000 hours, without a single lost-time accident.

I believe that the number of companies participating—307 in 1931, 500 in 1932, 650 in 1933, 715 in 1934, 1,100 in 1935, and 1,650 in 1936—is enough to bear out the value of the contest.

George Hanley (Perfect Circle Co., Hagerstown, Ind.): I think the question of lack of interest in safety is measured by how busy the firm is. This old question of dollars and cents enters into safety more than anything else, and when we have licked that, we have licked the whole problem. When the departments of a plant get so busy that they just haven't got time for safety, that is when accidents happen.

When management and men really become interested in safety, not from a safety angle, but from the angle of people going home whole and unhurt and well and in their normal condition, then we will have real safety; but until then, there isn't any contest nor anything of that sort that will answer the purpose.

Mr. Beck: We have been conducting a safety contest for 10 years, and if I were asked to discontinue everything but one thing, I would hold onto the safety contest.

One of the large rubber companies has just established a record of 6,000,000 man hours without a lost-time accident. Interest has been stimulated through the rub-

ber section contest, and not a man can afford to break that record. They are on their toes all the time. Bring in crutches? No, sir.

The contest is based on compensable accidents; and where money is spent, it counts against their experience. They cannot cheat. The contest is tight and sound. It is based on their improvement on their previous three-year average, and they are all competing with themselves and nobody else.

T. E. Lightfoot: Why should we run contests in our plant, with only 250 men? We know their families, and we know these men. We simply tell them, "Don't get hurt, whether it is accidental or wilful or anything else."

We don't say that contests are no good, but my point is that they should be used in a program if they fit. If you can prevent injuries without contests, why not do it?

You know what happens to production any time the supervisory staff loses interest in it. Down it goes; and if it is true what we have been told for the last five or ten years, that safety and production go hand in hand, then why try to separate them and run safety as a program or contest or something of that sort, when you don't do it and don't have to do it with production?

Chairman Boulet: How many think contests are all right? How many are opposed?

The ayes have it.

T. A. Schlatter (Davison Chemical Co., Baltimore, Md.): The main instrument for the prevention, not of accidents, but of personal injury, is education. If we conduct a contest, we don't do it for direct commercial value, but for advertising value; and from that advertising we receive safety education. If you can do this, by all means use your safety contest.

But if the manager of a plant puts an injured man to work pushing a broom to keep him from considering it a lost time accident, he is not kidding anyone but himself. The only valuable information we get from a safety contest is how much better we are doing our job than we have done it before, and how much better than the other fellow in the same line of work. If we are losing interest in our safety organization, it is not the fault

of the management, nor of the men, but of you, the safety engineer.

Dust off your bookshelves, read up on safety, and you will be able to stimulate more interest among your men than a safety contest can do.

To keep interest stimulated in a man, we must understand the individual. We must know his domestic troubles, and sympathize with him, give him advice, and not mistreat the confidence he has in us. When a safety engineer accomplishes this, he will not have a problem of stimulating interest.

Chairman Boulet: "What is the proper method of approach to the workers to inspire interest in safety?"

Mr. Sanford: With various types of individuals the same method isn't going to work. Suppose you have some ruling that you would like to put through in the plant. You may start with your general supervisory committee and discuss it. Then let each one of those men go back to the group of which he is chairman and discuss the thing, asking, "What do you think of it?" Then sell the idea to the next group, and so on, until you get to the workmen's committee. Get their slant and bring it right back to the management. When the order comes out, you will find these fellows saying, "There is something I had a hand in."

Get them to express their opinions, and you may sell the idea to them without their realizing that it is coming from the top down.

Another rather old-time method is the workmen's safety committee. I know of one plant that arbitrarily picked out one man from ten, right down to the floor, telling him he was on the safety committee. It was his job as long as there were no accidents.

It was surprising how accidents decreased immediately. Each man was taking care of his brothers as well as himself.

V. I. Calkin (American Seating Company): Sometimes these methods come from the men themselves. In our plant the men suggested that each foreman appoint one or two men in each department, for one month, to be the safety committee in that department. It was decided to try it for one month, and the results were such that the plan was used for a whole year. So far this year we have