

plish something worth while in this brief span of life, where we are all put here for a purpose, and where true happiness is derived from doing something to help our fellow man.

Men can be led. We see evidence of this every day. We see men being led by unscrupulous leaders and demagogues into destructive paths. Unfortunately the vast majority of men, it seems, like to have someone else to do their thinking for them. This trait of human nature should be capitalized by the supervisory officer not only in his efforts for better safety but in aiding him to carry on all the activities for which he is responsible. After all, safety is really a synonym for efficiency. Where there is a poor safety record there will also be found a state of inefficiency.

The supervisory officer must, therefore, so sell himself to his men as to become their leader, their authority, their guide, their teacher. It has been done, it can be done, and it must be done if the supervisor is to live up to his responsibility in this age of ever advancing progress and complexity, and if he is to maintain his right to hold a supervisory position. This angle—the opportunity of the supervisor—has been neglected in the past. The supervisor can and should be made a development agent for loyalty. Someone has wisely said that "an ounce of loyalty is worth a pound of cleverness."

Our discussion naturally leads us into the question of discipline, highly necessary in any organization where large numbers are employed. However, the chief meaning of this word discipline is not "correction" or "chastisement" or "punishment"; but the foremost definition is this: "the treatment suited to a disciple or learner; education; development of the faculties by instruction and exercise; training, physical, mental or moral."

Education is a potent factor in this business of safety, just as it is in any worthwhile undertaking. We have our established channels of education and instruction in this safety movement. We have our committees. We have our organizations. However, these orthodox methods are not always sufficient. Interest sometimes lags. It is your job and my job to see that interest is sustained.

Education of the right kind must come largely from personal tutelage. Here again, the responsibility and the opportunity of the supervisor must be stressed. An employee does not reach perfection when he has passed an examination, or when he has been promoted from one rank to another. It is a constant, unending process of evolution and development. Our scheme must be fitted to meet the needs of the hundreds of ever-changing personalities with which we have to deal.

Someone has said that the standard rule book is the railroad man's Bible. This leads me to mention a practice on our road that may not prevail everywhere. Attendance at our safety committee meetings is not compulsory, though they are usually well attended. We find, however, some disinterested, unloyal (perhaps rather than disloyal), workers who do not receive the benefit of what transpires at the safety meetings. Attendance at our rule meetings, a series of which is usually held semi-annually, is compulsory. Our trainmasters, who usually conduct these rule meetings or schools, invariably devote a period of time to a lecture on the first rule in the book: "Safety is of the first importance in the discharge of duty." Moreover, in discussing all the rules, the safety aspect is not forgotten and is stressed.

This question resolves itself to a great extent into a study of the science of personnel management. It is a big subject. Some railroads and many other industries have personnel departments, but those in charge of such departments act only in a general way. The immediate supervising officer is the keynote of the success of healthy personnel relations in any establishment, and great indeed is his responsibility as well as his opportunities.

I would like to close my talk to you with these words from that great soul, Elbert Hubbard, whom I am fond of quoting: "The man who is worthy of being a leader of men will never complain of the stupidity of his helpers, of the ingratitude of mankind, nor of the inappreciation of the public. These things are all a part of the great game of life, and to meet them and not go down before them in discouragement and defeat is the final proof of power."

Report of Committee on Non-Train Accidents

By C. F. LARSON

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The speaker said in part: The report of our committee (which has been distributed to all delegates) shows that there are greater numbers of injuries occurring in non-train accidents than in train and train service accidents combined. You might get an erroneous impression from this, that there is a higher casualty rate in that type of occupation than in train and train service occupations. That is not true. It is because there are more men working in those two occupations—maintenance of way and maintenance of equipment—than in the others. Therefore, there is more exposure to injury and more accidents occur.

I have taken some figures from the I. C. C. reports with respect to the casualty rate among non-train employees and I find that under the head of maintenance of way and structures in 1933, in Group A, the larger railroads, the average was 6.03 as against 12.04 in transportation; in Group B it was 5.68 in maintenance of way as against 13.03 in transportation. The ratios in Group A were from 1.48 to 13.99 in maintenance of way.

To give you many of these classifications would take too much time. However, in Group D we find a peculiar situation. These ratios per million man-hours under the head of maintenance of way start with none (not a single reportable casualty on one road) and run up to 34.26. Under maintenance of equipment for your mechanical men, in Group A, the average was 3.88 as against 12.04 in transportation. In Group B, the next largest railroads, the average was 6.03 as against 13.03 in transportation.

So it would appear that while we have been worrying about the greater number of accidents prevailing under the head of non-train occupations, we are making a better record than they are in the transportation department.

Falls of Persons and Handling Materials and Tools

By ALBERT A. MILLER

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The speaker said in part: In the maintenance of way departments of our railroads, between 90 and 95 per cent of the men engaged are handling materials or tools when they work. They are ordinarily doing things under the direction of someone who has been delegated to accomplish certain definite results with men, materials and tools. These men are subject to orders and will do that which is a reasonable demand upon their efforts. Where direction is proper and the results to be obtained are discussed and made plain, men ordinarily perform in an orderly and harmonious way.

Where men, materials and tools together are involved, only one of the three has intelligence. The other two—materials and tools—have no intelligence, no thought and no ideas. They move or are moved entirely without any power within themselves. Men are not at the mercy of matter; material and tools are not masters but servants; they can be controlled and made to answer thought whenever and wherever man wills it so.

But men do have weaknesses that should be adequately covered by a factor of safety. Some of the weaknesses of men are fear, timidity, lack of capacity to concentrate, lapses in clear thinking brought about by the jarring testimony of the senses, thinking beyond the act instead of synchronizing a clear thought with the act.

These weaknesses are the unseen fractures in thought. Why is it not just as logical and just as reasonable to overcome these weaknesses of thought by adding more thought as it is to overcome the weaknesses in matter by adding more matter? Should we not expect almost like results?

Based upon experience and the best thought that could be brought to bear upon