practice when he attempts to catch the knotted end of a heaving line. Members of the crew are safer in their quarters or at their posts while vessels are being docked or undocked, and none other should be allowed on board during operations.

We have found that fire and lifeboat drills held frequently and without notice bolster discipline and are important factors in the safe operation of our vessels; good housekeeping and prompt investigation of each accident are important; physical examinations of each member of the crew upon entering the service and at intervals thereafter make for efficiency and safety; first aid kits should be readily accessible and fire extinguishers should be kept in their proper places, while a system of educating the employee is materially enhanced if safety posters are neatly and promptly displayed in conspicuous places and at regular intervals. Frequent contacts between officials of the company, officers and men on board create enthusiasm and constitute a helpful promoter of safety.

In our attempt to permeate safety among our men we must have the whole-hearted support of our owners, a vigilant crew led by a master mariner, in sympathy with the common sense principles of safety. An officer's example bears fruit among the crew; hence, the wisdom of careful selection. We, of course, know a preventative is more to be desired than a cure, and to attain these ends we formed a terminal employees safety committee and numbered among its makeup are a Master and Chief Engineer from one of our tugs. Meetings are held at regular intervals and at convenient times when members of the crew, longshoremen and other terminal employees can attend.

The experiences of other operators are discussed and our own problems are thrashed out; the committee makes recommendations to the Terminal Superintendent who takes appropriate action and informs the committee at its next meeting. From these meetings we have learned that:

1. Information is valuable but does not prevent accidents unless followed out.
2. Safety permeates our organization from the top down and the day of swivel chair supervision has passed.
3. The Master of the tug must study and plan his work with the co-operation of his crew. A divided house is an accident breeder.
4. We have driven home the fact that by eliminating carelessness, assuming the proper attitude toward accident prevention and right thinking we can prevent accidents.

This is proven at the terminals I represent by not a single reportable accident in the past two and one-half years, during which period approximately 700,000 man-hours have accrued.

We have struck the keynote when we get the men to think and it can be done by the use of common sense methods and keeping everlastingly at it.

CHAIRMAN TODE: We will proceed to the next paper, by Mr. Robert F. Hand, vice-president and assistant general manager, Standard Shipping Co., New York City. In the absence of Mr. Hand, Mr. Heidorn will read the paper.

Posters "Sell" Safety

By ROBERT F. HAND
Vice-President and General Manager, Standard Shipping Company, New York City

Webster's definition of the word "sell" shows it to have originated from Middle-English and Anglo-Saxon derivations meaning "to give" or "to deliver." Hence, although the ordinary sense of the word "sell" conveys a meaning of transferring property for a consideration, the last two generations have become accustomed to give the word a broader scope, designed in a colloquial sense to transfer ideas.

The question then arises "Can safety be sold?" In other words, Can the idea of saving himself from hurt, injury or loss be planted in a man's mind? And if so, What price safety?

An affirmative answer to the first question, I believe, is universally conceded. As to the second, the consideration is a combination of worthwhile rewards represented by health and happiness, freedom from pain, suffering and sorrow, for the workers and their families.

These statements being accepted, the next question to arise is, Can posters "sell" safety? Insofar as the present writer is concerned, there is only on answer: Positively yes!

How may we define a poster? Funk & Wagnalls' authority calls it an advertising sheet of considerable size, usually printed and often illustrated, with fairly large lettering so that when posted on a wall, etc., it may be easily read. Most of us have heard of the expression "so that he who runs may read."

This is an important function of a poster. It is not expected that this medium of publicity alone can impel employees to perform their duties with the exercise of utmost diligence, but it is most assuredly an aid to that end. It is an important aid, too, and no different, for example, from any one of the individual instruments, singly, which a captain uses in connection with the safe navigation of his ship. He would not rely, for instance, on his sounding machine alone to tell him whether he is on a safe course. The presence of that sounding machine on board, however, assists him to make a more accurate calculation of his position.

So it is with posters: they are an assistance. They tend to stimulate interest, and when safety is involved they keep the idea active; but they must be augmented by the enthusiastic cooperation of everyone in the company's management, from the highest official down. The opinion that posters can and do "sell" safety, I feel sure, is entertained by the majority of persons interested and engaged in the work of ridding industry of all dangers and hazards. It is most assuredly entertained by thousands of men and women in business today at the head of enterprises of every description who are expending tremendous sums of money annually to advertise their products and services.

Of course, it is also a fact, as John Wanamaker once said, that "advertising does not jerk, it pulls; it begins gently at first but the pull is steady. It increases day by day, year by year until it exerts an irresistible power." This includes poster advertising. Posters are an accredited medium of advertising. They attract; they impress. They must, however, be essentially correct in their wording and their illustrations. A marine safety poster, for example, would be ridiculed and, on this account, ineffective, if it were worded in the vernacular of the landsman or if its pictorial part embraced a subject nautically incorrect.

Posters make an appeal to the brain via the eyes; they convey a message which, it is believed by the majority of people, assists materially in giving momentum to the safety campaign. Humans learn much by rote, by a constant repetition of words, ideas, and pictures. The human instinct is aroused unconsciously by posters.

Socrates asserted that all persons prefer the right whenever they see it, and that all evil actions arise from ignorance. Safety posters show the right from the wrong and lead the way in respect of educating humans unconsciously.

Every normal individual is subject to the influence of suggestion. The idea of safety is suggested by the poster and the impulsiveness of human nature enforces the suggestion until the desired result follows. Safety then becomes a habit. All minds are constantly subjected to influences of which we have no conscious realization and we are led to form opinions and judgments oftentimes without knowing it. Posters have a connection with this theory.

The writer is of the opinion that most people believe in the resultfulness of posters. This paper, therefore, will interest those people only in a passing measure, perhaps, or confirm the convictions which they have already formed in their own minds. Still it may also present to them some new reason for believing in the efficacy of posters;

in their value as "sales" agents, or in the diametrically opposite situation in their power as "buying" agents; and in their influence on their readers to take greater heed, to work more safely.

There are still a few people who do not agree that safety posters carry any weight. They consider them a waste of money, simply something which is stuck up on the walls with results negligible. If those maintaining these views are right, then the millions who are contrary-minded must be wrong—which reminds me of the song composed during the World War days, "They were all out of step but Jim!"

It is up to those of us who believe wholeheartedly in the poster's "punch", to convince those who wholly disbelieve, and to enlighten those who now have only a "luke-warm" confidence in the poster medium. All of us unquestionably are familiar with such slogans as "It's Toasted", "Keep that Schoolgirl Complexion", and "Time to Re-Tire", and we immediately link them up, respectively, to a well-known brand of cigaret, soap, and automobile tire. Why? Merely because these slogans which have been adopted by the manufacturers of such commodities, have been repeatedly published in various sized posters, car-cards and similar media for disseminating information, thereby becoming impressed on our minds.

Is it not self-evident, therefore, that posters had a great deal to do with the memorization of these slogans? Is it not also true that the remembrance that they advertised these articles may be attributed in a large measure to the poster medium? Posters, then, do help in increasing orders for articles on sale. In other words, they do create a desire to comply with their messages. Why then, if the posters are effective in this respect can it not be assumed that they are effective in transferring ideas relative to safe practices to the minds of the workmen? My colleagues and I are convinced that they are!

HENRY J. HEIDORN (Assistant Chief of Personnel, Standard Shipping Co., New York City): I believe Mr. Hand chose this subject for his paper because he had received letters during the year from people in the Marine Section who believe posters are not necessary in cutting down accident frequency. This paper was written to refute that idea.

L. J. LYNN (Safety Engineer, Newport News Shipping and Dry Dock Co., Newport News, Va.): I have some new photographs for posters which I will submit to the poster committee today.

CAPT. THOS. W. SHERIDAN (President Alumni Association, New York Nautical School, New York City): I am very much interested in posters, and I am a profound believer in their use, but I wonder if any efforts have been made to prove their value by figures?

MR. LYNN: I don't believe you could get any specific figures on the amount of good that posters will do. Nevertheless, we know our men read our posters and we know that our accidents have decreased considerably.

DABNEY L. SMITH (Claims and Insurance Director, Export Steamship Corporation, New York City): I can vouch for Mr. Lynn's statements. I have been through the shipbuilding yard. With respect to Capt. Sheridan's remark; I don't believe it is possible to get any actual percentages, but I must say we recently adopted a plan of supplying each vessel as it set out on each particular voyage with a definite number of posters, and we are told that the masters and officers and crew all get interested in them. Since we have been doing that there has been a gratifying decrease in the number of accidents on the ships. There is no doubt that posters do have a great effect in cutting down accidents.

E. H. JEWETT (Manager, Safety Department, United States Protection and Indemnity Agency, Inc., New York City): I think posters are one of the keenest and sharpest tools we have in our accident reduction work. I wonder if anyone knows of an effective safety campaign in which posters were not used at all.

CAPT. SHERIDAN: I am profoundly of the opinion that posters are a necessary and valuable aid, and I am satisfied that the answers given this morning prove that point.

J. C. BERND (Sinclair Refining Co., East Chicago, Ind.): We used posters for several years, and then for one year we didn't get the necessary funds to buy posters. The foremen eventually asked for posters. They thought that with new machines, and new ways of doing things, and the health question, they should have the posters, because posters help them to explain things which in ordinary times they didn't have time to do. Our experience has been that posters used throughout the plant, whether old ones or new ones, will give the right thought to the men. We need posters, and I think we get better results by having them than by doing without.

MR. HEIDORN: The poster medium is never used alone in cutting down the accident frequency rate. If it were, you could probably get some very tangible figures and facts, but with the variable conditions surrounding each plant or ship, you can't get definite comparisons.

CHAIRMAN TODE: Posters are intangible; you can't measure their value in dollars and cents. But we must remember that advertising pays, and with posters we are merely advertising safety. Consciously or unconsciously the people who see the posters, day after day, week after week, will absorb some of that information.

The next paper will be delivered by Mr. E. H. Jewett, manager of the Safety Department of the United States Protection and Indemnity Agency, Inc., New York City.

The Man Higher Up—His Attitude

By E. H. JEWETT

Manager Safety Department, United States Protection and Indemnity Agency, Inc., New York City

Who is he? The president, the vice-president in charge of operations, the general manager? Is he three different men, or three men in one? It matters not. Somewhere in the upper strata of executives there is some one man who, by the sheer force of ability, title or position, is known and recognized as the one "Big Boss." His word is law. His orders are obeyed. His decisions are final.

How and where do we, safety men, safety engineers, or safety anything else, fit into his orbit? Do we register well with him, or are we just some of his many employees?

This is rather a blunt and direct way of bringing this problem before us, but not when we consider its importance to us in our work, and the fact that an honest realization of our exact niche in the scheme of things has a direct bearing on the success or failure of our efforts. The attitude of the Big Boss is a common one with all of us. Is he with us and standing solidly behind us? If so, all is well and our efforts will truthfully reflect our ability and earnestness of purpose. If not, what is our responsibility in the matter? Shall we complacently say "Well, we've done our best", shrug our shoulders, and let it go at that? Or shall we prepare ourselves with proper data and helpful information—and so armed, sell our work so effectively that our own Big Boss has no alternative but to get behind us.

In the December, 1929, issue of the *California Safety News*, there is an article "Placing Accident Responsibility", in which George F. Prussing, safety engineer, Union Oil Company of California, very forcefully presents his views. His pen is so nimble that I am well content to quote freely from it.

"The assignment of responsibility for safety that we find in so many organizations today is evidently the result of growth or accident, and not of design. A peculiar condition exists, and I am sure that most safety men are aware of the fact that it is on themselves that nearly the entire burden of responsibility is allowed to rest. They are supposed to be, and in fact usually are, the leaven that lightens the lump. On the one hand they must stimulate the owner or his representative to take suf-