

mine-run, nonoperating duties were beginning to be done in a slipshod, careless manner. Supervision became aware of the problem, but despite good precautions, we started having a series of lost-time injuries. Some of these injuries were most extraordinary, and I beg your indulgence in allowing me to cite one case.

On a reservation of several thousand acres, with many separated and isolated operating buildings, sanitary facilities are sometimes centralized. The Indian people, who were used to the freedom of the prairie, could not see the sense of the white man's custom. This careless abandon resulted in severe burns to an Indian Princess, who unfortunately came too close to a steam outlet in a French drain. In following through on the investigation of this injury, the decision was that supervision had failed to properly impress on the employees our company's sanitary problems and the necessary rules. As a result of similar injuries, we decided that something must be done to impress our people with the necessity of following the established safety procedures.

The J. I. T. system had been so successful production-wise that it was decided that all operations should adopt this method to sell safety procedures. It would be the responsibility of each foreman to make a hazard breakdown analysis, step by step, of each operation on each job. This whole

procedure soon became known as our Accident Prevention Training or A. P. T. program.

After every job was analyzed, each operator was briefed on the safety aspects. It was the operator's responsibility to see that each helper was briefed on his responsibilities, and it was the duty of the foreman to see that the safety aspects of each job were periodically reviewed and that the safety job standards were kept up to date. These write-ups and check lists were in considerable detail as our injuries had been caused by situations which we had not given sufficient emphasis in the face of the most serious hazardous operations, such as TNT lines.

With each operator and operation being reviewed and studied every six months, our safety record immediately improved from a lost-time injury every two hundred thousand exposure hours in 1944 to one every five and a half million exposure hours in 1945. When the borrowed supervisory help came back home to the commercial plants after the war, this A. P. T. procedure, as we call it, was made a part of our commercial operations. Anyone who had worked with it was thorough, sold on it because of the impression it made both on the supervisory and the operating forces.

Our present plan at the Philadelphia plant—we have 1,300 employees there—is to have each foreman cover the safety aspects of