

accidents would crowd in on us—people would be hurt, injured, would have their health damaged, because no one was on the spot representing top authority to take a personal interest in this phase of the work—a phase all too easy to abandon in meeting of the need of a war-time schedule.

We made a radical change in the organization set-up of our safety program. Previously it had been part and parcel of manufacturer reporting to the top operating executive. With the decentralization of operations and with the emphasis on centralization of services—safety and accident prevention, industrial hygiene, employee health—were grouped together under the Personnel or Industrial Relations Department. How could we, in making such a move, still carry the prestige of top management blessing to our safety work? It was decided to give it a try by putting it in the top reaches of our Industrial Relations Department.

Unfortunately it fell to me to head the program. I say unfortunately because, in spite of the fact of my engineering background—and ten years actual experience at that time with the Company, I was not a safety man. I was not even a qualified inspector. There was only one way to bridge that gap. The safety program, while normally under the direction of the Industrial Relations Department, was given a direct channel to top management, to the President of the Corporation, so he saw a safety problem without delay. An in-

spector's report or a recommendation from the State of Pennsylvania, or a suggestion by the insurance company would not be road-blocked, but could if necessary travel freely and effectively right to the top of our Company. On the other hand, by being tied in with the rest of our personnel program, we had an open door into every nook and cranny of the organization, in spite of war-time security limitations, in spite of accounting niceties which tend to put things in little pockets and not allow a free interchange of information between activities.

Under a Service Department, which affected everyone, through top management and every branch of the organization, and with the channel clear to the operating executive for the Company as a whole, we started out. That sounds fine. That's the paper program. But what happened is what counts. The credit for the success of that operation goes to the men in the field, particularly to Jim Lawler, our Area Safety Engineer in Pennsylvania. The success of our program stemmed, not from the top or the bottom, but from an intelligent, experienced, effective inspection, follow-up and guidance program, through the hands and mind of our Area Safety Engineer.

The problem we faced was a terrific one. We had new products; we began to make metal parts for ourselves; we started in the wire business because wire was a critical material and we could not buy it. We made complicated mechanical equipment,