

Struck or Run Over—Not At Public Crossings

By D. G. PHILLIPS

Superintendent of Safety, Wabash Railway, St. Louis, Mo.

The speaker said in part: Last year, out of 500 employees killed on the railroads of the United States, 101 were killed because of being struck and run over, not at public crossing—almost one-fifth of the total number.

Nearly all fatalities and injuries due to being struck and run over can be classified under three heads: first, stepped on the railroad track without first looking in both directions; second, stood or walked on the railroad track when he could have walked some place else; third, walked too close to the end of a car in a live yard.

All railroad employees and other persons know, without anybody telling them, that those three things are dangerous and unsafe. They know they shouldn't do them and they don't want to get hurt or killed. Then why is it, when all of them agree on these things, that 101 railroad employees were killed in that way last year? That is the answer that you and I must find out. The answer is, in an offhand way, supervision. But you have said nothing, you have solved no problem when you say, "supervision." When you say "supervision" you must include that course of conduct on the part of supervisors that secures the cooperation of the men.

There are a good many things that are done in the exercise of supervision. In one of our shops not long ago, the shop superintendent found a man without goggles doing what is known as "goggle work." He promptly suspended him for five days and sent him home. That is supervision—one kind of supervision, or, rather, a part of supervision. It had a wonderful effect, especially on the other fellows.

A few days later, this shop superintendent heard that the man's family was in very destitute circumstances. We were only working about 6 days a month at that time, and he lost five days of the six on account of not wearing his goggles. The shop superintendent went out to that man's house. He had five little children, two of them under five years of age, and the only food of any kind in that house was one-half loaf of bread. This was in the winter time and all they had was one stove, a cook stove.

The superintendent was so moved that he came back to the shop and took up a collection of about \$20 and presented it to this man's wife.

A short time afterward, when the man came back to work, he thanked me with tears in his eyes for the money we had given him. I told him that we had not given the money to him, but that we had given it to his wife.

"Well," he said, "I will tell you one thing, Phillips; you will never find me guilty again of doing that kind of work without my goggles on."

And the question with me, gentlemen, is which had the strongest influence on that man's action, the five days' time which he lost, or the help that was given his family in a time of need?

Here is some more supervision. Mr. Cole told me this story the other day. He went down to his shop round-house, and found a man who was not wearing goggles when he should have been wearing them. He called him down off the engine where he was at work. He knew the man's circumstances, that he was just about ready to get his home paid for. I don't remember what the fellow's name is, but Cole said, "George, you have violated the goggle rule."

George knew it. He said "George, you have a little girl in your home, eleven years old, who has never, because of infantile paralysis, been able to put her feet to the floor. You have a wife who is already worn out with the care of that invalid child. George, if someone would go to your home and tell your wife that you have been blinded in both eyes, how would you feel, knowing that you were no longer able to help care for that little invalid and to help her mother in the struggle to keep things going?"

George had stood with his head down while Mr. Cole was talking to him. He looked up with tears in his eyes. He said, "Mr. Cole, I have never been talked to about safety in that way before. I have always thought there was a lot of hokey

in this safety movement. But I now realize what it means to me, and you can rest assured that never again will I do that kind of work without my goggles on."

That is some more supervision. Notice the results. Don't think for a moment that I am deprecating punishment for non-enforcement of rules. Safety rules should be adopted and they should be rigidly enforced by whatever methods are necessary to cause the employee to comply with them. But enforcement is only a part of supervision.

Here is some more supervision that brought good results. On the Wabash Railway this year we laid 60 miles of new 110-pound steel. We had a gang of 115 or 120 section men engaged in that work. About the time they started this work we happened to have a division safety meeting within four or five miles of where this camp was. The supervisor, a Mr. Watkins by name, headed his fellows up and brought them in to the safety meeting.

I was there and I told them just how to do their job without anybody getting hurt. About three months later, they completed that job, and not a single man had been injured.

WEDNESDAY AFTERNOON SESSION

October 3, 1934

Interesting Employees in Looking After Their Own Safety

By J. CLYDE MIXON

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The speaker said in part: One of our South Carolina philosophers, Bob Quillan, once said: "If we would pray more often for common sense, we would not have to pray for rain." Expand that thought for yourselves. Safety is common sense in action.

"Interesting employees in looking after their own safety" is but another way of saying, "Sell the idea of safety to your men." Before one can sell anything to someone else one must sell oneself. You may be sure that in a section where there is a poor safety record it is primarily the result of the indifference of a supervisory officer, or the result of his inability to sell the idea to his men and keep them sold on it.

We must keep everlastingly at this proposition of safety. A wise man who lived in the Orient once said: "Nothing is ever definitely finished among men, for each thing stops only to begin again." We can put that down as a law of nature. It has been said that "eternal vigilance is the price of safety", and that is quite true. We must constantly drive home the doctrine of safety-mindedness.

If the supervisor is indifferent, there isn't anything to do about it but "decapitate" him, and the sooner the better, because it is an indication not only of narrowness but of his unworthiness to be a leader of men and a representative of enlightened management.

It should not be difficult to get men interested in looking after their own safety. The first law of nature, the law of the jungle, the law of self-preservation, is or should be invoked by every worker. It requires some time, however, for men to be sold on this idea—that they must look after themselves. There is also, of course, the appeal to a man's higher nature, the duty he owes to his family, then to his fellow workers and the public whom he serves.

But I want to approach this subject largely from the angle of responsibility and the opportunity of the supervising officer. It thrills me sometimes when I think of the opportunities the supervising officers—the foreman, the master mechanic, the trainmaster, the superintendent—have if they exert themselves as the leaders of the men working under their supervision. What an opportunity this man has to accom-