

usually find that there are one or two, maybe small, but nevertheless plants of some manufacturing nature that by themselves, just to look at them, indicate that they have not come up to the 1948 standard in thinking. By that I mean they probably pay very close attention to what people are doing when they are on the job, but they let the whistle blow and forget about those people when they go out into the community.

I will bet they have trouble within their plants—unrest and not a very harmonious feeling between their employees while they are on the job. Consequently, I think that industry's part in this community safety program is to provide the leadership in these communities to make them a better place in which to live. Over a period of years, industries have done that. Proof of it is written in the history of the National Safety Council. They financed it, they operated it, and so on through the years they have carried the major burden of accident prevention.

Unfortunately,—and this is entirely personal—because some of my directors may not agree: I hope they do—unfortunately, there has been a tendency in the minds of people that industry ought to pay the bill and consequently they have been called upon time and time again to dig down in their pockets and finance the community safety programs. I have never found a businessman, an industrialist, that isn't ready and willing to admit that they have a large part in the safety

program of a community and that they have a specific responsibility and they admit that it costs money and more money than has ever been given to any agency for that work and as time goes on it seems as though it will need more and more. At the same time they do not believe they should carry the whole burden. And personally, I do not believe they should either.

The Community Safety problem is what? You can apply every principle that is found in an industrial program. It deals with children through the schools, playgrounds, etc. It deals with the home, which we all know is the most hazardous place on the face of the earth. It deals with traffic, fire prevention, etc., and you and I as individuals ought to carry the major portion of the community program. We should be able, as leaders, to impress our employees with their full sense of responsibility towards the community safety program. If you do that on your job—with your employees while they are on the job—you are going to find benefits directly accrued through the development of better safety consciousness on the part of every individual employee. That does not cost money. That is effort and that is what I mean by leadership.

Let's look at the other side. For sometime, my officers and directors in the Western Pennsylvania Safety Council believed that our greater task as an organization is to indoctrinate the members of the communities in which we operate with a fuller sense of