

good technicians who keep that business coming in.

We are dealing with other men's money in an organization of that sort, and dealing with other men's money in a way which means we have to continually progress in order to keep that money at work and in order to continue to have an operating institution and continue to have jobs both for ourselves and for all of those who are associated with us.

Thus, a safety program in an industrial institution is one of the marginal factors that contribute to the production.

I say the objective of a manufacturing plant is to Produce. I like to put it that it means putting into a freight car and freight truck materials that customers will buy, of a quality that is satisfactory, at a cost that is reasonable. And to do all those things best, we must do them safely. I don't have to go into a lot of detail to remind you that every one of those requirements of a plant's operation are affected by safety or lack of it. The cost most certainly is. Little things like compensation payments represent spending somebody's money.

The maintenance of the facilities, the safety equipment, the protective medical facilities and all of the people who have to do with it—those things represent money. The biggest loss though, I think, of money in safety work in a plant comes with the loss of time. Because, Time represents Money. Every minute of time in a plant is paid for and if that time is lost, it represents an economic

waste and a loss of money that can't be replaced. It goes into the final cost of the product and it becomes a very important element in that cost.

The supervisor and the plant manager and the plant executive who is interested in costs can't ignore the safety factor. Quality, I think, is affected very materially by whether or not we have a safe place to work. If I'm standing alongside of a pouring track in a foundry, I always find myself wondering how soon some of that metal is going to splatter on to me. If I'm standing by a machine in a shop or walking down the aisle, I'm wondering always which one of those chips is going to land in my eye and I find myself doing that all the time and when I'm thinking about that, I'm not thinking about my job. That must be true of others—perhaps everyone. Because, in ignoring a part of the job that they are supposed to be doing at the time because they are worrying about personal safety, they can't be putting their best into the work, getting the utmost in quality. They must be wasting some time and, therefore, some money.

So that to the extent that we can make a plant safe, we make it more economically sound as an operating institution. We can never hope to make a plant entirely safe. We are dealing with people too, as I said before, and no one can predict what one person will do or another person will do, but we can do our best to make the plant as safe as we can. In order to do that, we must, of course, have a safety department,