

5. Switch engines, way freights and switch runs doing industry switching where it is necessary to shove cars by a building where there are alleyways where trucks and automobiles might be parked too close to the track, should be prohibited unless a member of the crew walks in advance of the movement to protect.

In 1932, 6 persons were killed and 1,042 injured while operating locomotives. We must again call attention to the fact that many of these injuries due to operating locomotives arise through failure to comply with operating rules and the general regulations. Men injured operating locomotives are generally doing something that they should not do.

In 1932, 71 persons were killed and 284 injured when coming in contact with fixed structures. Men are usually injured by fixed structures on account of forgetting their location, generally coupled with looking backward or rather looking in a different direction than the train or car is moving. Of course, if the fixed structures can be conveniently moved, it should be done, but frequently this is impossible. The remedy then is to get an employee, first, to have in his mind all these non-clearance points, and second, in switching movement always face the way in which the car is moving.

In 1932, 1,590 persons were killed and 911 injured through being struck and run over, not at public crossings. Nearly all of them come under one of the following three heads: failure to look before stepping on the railroad track; walking on the railroad track or foul of the track where possible to walk elsewhere; walking too close to the end of a car in a live yard.

It is all the more regrettable that we have so many men killed in this manner when we remember that this class of accidents can probably be more easily remedied than any other. Of course, the remedies, briefly stated, would be as follows: always look both ways before stepping on the railroad track; never walk on the railroad track or foul of the track when it is possible to walk elsewhere; never go within ten feet of the end of the car in a live yard.

Any railroad man will tell you that these three remedies are proper and reasonable things to do. They all know of the large number of men being killed by their violation, then naturally, the question arises why do men continue to do these things, knowing that they are wrong, knowing that every time they violate one of these three rules, it is merely a matter of chance that they are not killed or injured. The answer is "habit."

Maintenance of Way Accidents — Their Cause and Remedy

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The speaker said in part: The key note of our safety endeavors has been the development of an interest in the safety situation in the minds of our foremen. We started with this idea and our experiences have strengthened us in our belief. If he goes safely, then the safety of the gang is assured, and he will go safely if he is held strictly accountable for the actions of his men and is given the proper training — by means of various pertinent printed matters; by instructions and by the example of his supervisor, his roadmasters, his division engineer and his superintendent. Without the moral support he receives from these men above him, all the printed matter we could send him would avail nothing; hence our first necessity was the

guaranteeing of this interest on the part of superintendents, division engineers, roadmasters and supervisors.

And realizing that the same principle prevails with them as with the foremen, that they would not reflect the attitude of the men above them, we went to the top, to our president, and secured from him a statement which served as a key note for the building up of our safety organization.

We then laid out our campaign under two headings, primary safety, and secondary safety. Under the heading of primary safety came the general policies designed to affect the masses of our workers, such as the development of the proper morale, creating in a man the desire to improve his record, and the development of a spirit of interest and a spirit of competition between the various units. Under the heading of secondary activities came the actual preventive measures to be taken on the ground, proper supervision, proper reports to be made when injuries occurred, instruction of the men as to the safe way in which to perform their various operations, supervision of tools, the inspection of equipment; in other words, the removal of the causes of injuries.

One of our first moves was the preparation of a book of rules on safety. Our foremen were instructed to make these rules the warp and woof of the pattern of their daily lives; they were to know the rules and teach them to their men. They were instructed that at the noon hour they should have the men get out their books and they should discuss with them the rules; that before starting out every morning they should remind the men of the necessity for working safely through the day. They should, in case special work was to be done, go over with their men the precautions that should be taken in performing the work; they should, in case injuries occurred, point out to their men the violation that caused the injury; they should impress the men with the fact that the rules were made for their protection and for no other primary reason; that to work safely does not mean to work slowly, our experience having proved that just the reverse is true.

In some cases we have been forced to resort to discipline and in my opinion it is these cases that are helping us to go forward in our campaign of education and enforcement. The day of the heavy hand is passed, but the day of right is still with us, and it is certainly the right of an employer to insist that after he has provided his employees with the proper equipment and conditions with and under which to work, that these men perform their work in a proper and safe manner.

The problems offered by the malingers were virtually solved by insisting that every man who was injured promptly report his injury to the foreman, who followed up all the details.

So far I have dealt with our general problems; but I want now to go into details regarding the specific causes of injuries occurring in the track department. A detailed analysis of the injuries occurring during a typical period showed that while injuries were divided among 18 causes, more than 50 per cent of the total was chargeable to one cause—handling of rail and ties; 65 per cent of these while handling rail and 35 per cent while handling ties.

One of the most important steps toward improving this condition was in arranging for our new rail loaded on flat cars instead of in gondolas. This alone removed one of the principal sources of accidents. A close study of the situation proved also that a lack of supervision was responsible for a large portion of these injuries and we are insisting that supervision be given to all matters pertaining to the handling of rails and that all movements be made according to signals. The same principles are applied to loading, unloading, carrying and piling of cross-ties.