

nature, but our experience leads us to doubt it, as in nearly every case of accident investigated, it is apparent that the injured rarely thought of the consequences of his act upon others, and from the bare facts shown, rarely thought of himself. The gamble of life; the almost invariable taking of the chance, is shown in so many of the cases, under the Safety Department investigation, that we get more or less callous. We try to make the inanimate machine as near fool proof as it is possible for human ingenuity to make it, for we have found that the human element is not to be depended upon. The same principles, and rules, will apply in the machine shop, the round house, or on the road. A man that has acquired the *safety habit* and that habitually, thinks about the other fellow, as well as himself, will be as safe in one place, as in the other. I do not favor the plan of sticking warning signs all over the shop, every place that there is a danger point; but I do think that a few good large posters, with shop rules, that the foreman sees are enforced, is very advantageous. Remember that the most important factor in this endeavor is the right spirit. Without a spirit of progressiveness, without co-operation between the officers and members of organizations, without harmony and co-operation between yourself, your superintendents, foreman, and workman, it is useless to attempt a campaign of safety. Safety devices should be as important a part of the plant's equipment, as steam in the boiler, and roofs on the building. Our men are the most important part of our plant. I believe it was stated by Mr. Westbrook in his paper before you March 24th, that the men would invariably discover any laxity of the foreman in enforcing the safety rules. My experience has been that more depends on the stand of the foreman, than on any other authority. It is true that the men seem to have a *sixth sense* that tells them when the foreman is not very particular about their obeying the rules, as long as no one gets hurt, and whenever I run against such a condition, I realize that my work is "laid out for me" to secure any definite success in a safety campaign. That is a very dangerous condition in any circumstance, but especially so when you are trying to establish "Safety First" as a fixed policy for their plant; as I said before, the very first essential is for the highest officials to adopt "Safety First" as a fixed policy for their plant, and then to see that all under them are not only in sympathy with the policy, but do all they can to help carry it out. My advice is, in every case, where a foreman is not in sympathy *change the foreman*, and not change the policy.

It is a mistake to think that the most effective safety devices