

86 per cent; the Union Pacific Railroad has a safety record for shop employees that is over five times as favorable as the average of the other large railroad systems of the United States; the Clark Thread Company has a record of nearly 10,000,000 man-hours without an accident; one of the plants of the duPont Company with 65 employees has a record of eleven years with only one accident, and that a relatively minor one.

These examples not only conclusively answer the query whether accidents are controllable, but the results are so remarkable that they definitely raise the question whether the new safety movement, when it really gathers momentum, may not quite eclipse the older movement and bring results that have scarcely been dreamed possible heretofore.

Apparently there are hidden sources of strength in the safety movement that have hardly been tapped. The common outstanding feature of all the cases cited is the thoroughgoing interest of the executive. In every one of these cases the result has been not casual and accidental; it has been the result of long-continued, careful effort; it has been obviously the carrying out of an executive policy. The executive had not only an interest, but a vision of safety and a growing belief in the possibility of realizing it, and he went to work to attain it through the peculiarly effective ways that are known to executives. In other words, these are simply further examples of the ability of an executive to impress his point of view upon industry and the significant feature of these cases is the demonstration that this power of the executive to influence action carries over into the accident field.

This, then, raises the question: Is not the key to the safety movement of the future the chief executive himself? Up to the present time the safety movement has in general been, essentially, a second-rank movement. It has had the knowledge and approval of executives, but it has not entered into the consciousness of most executives as a matter demanding their personal interest and attention.

The point of view underlying and motivating this present undertaking is, as a matter of fact, a belief that the time has come when safety in industry must become a matter of first-rate and first-hand executive importance. Frankly, the primary purpose of this study is to interest executives in the subject. It is believed that the success of the safety movement of the future, a movement that must stem an industrial tide that is running not only swiftly and dangerously, but ever more swiftly and more dangerously, can be had only when safety is recognized as a major executive objective.

This research, then, is primarily a study of the part that safety plays in industry. Does it or does it not, in the very nature of things, belong in the same class with other executive interests? Does safety go down