

be expected to do *everything* For example, it can

- 1 Help develop safe work habits and safe attitudes, but it cannot compensate for unsafe conditions and unsafe procedures
- 2 Focus attention on specific causes of accidents, although by itself it cannot eliminate them
- 3 Supplement safety training, yet it cannot be considered a substitute for a good training program
- 4 Give employees a chance to participate in accident prevention activities, such as suggesting safety improvements in job procedures
- 5 Provide a channel of communication between workers and management, because accident prevention is certainly a common meeting ground
- 6 Improve employee, customer, and public relations, because it is evidence of management's sincerity with regard to accident prevention (See Fig 12-1)

The ultimate objective of a program to maintain interest in safety is to prevent accidents Usually, though, it is as difficult to determine the degree of success achieved by an interest-maintaining program as it is to isolate the effectiveness of an advertising campaign separate from the entire marketing program The reason is that generally companies with such programs also have sound basic safety programs working conditions are safe, employees are well trained and safety minded, and supervision is of a high caliber

However, one prominent company that already had a good basic program attributed a reduction in its work injury rate to a stepped-up program to maintain interest The program was based on an idea submitted by an employee Each month candy bars were distributed to injury-free employees Wrapped with some of the candy bars were slips that could be traded for free pairs of safety shoes

Another company gave each employee who had an injury during the month a package of gum with the slogan "Something to chew on" and a friendly safety message and wishes for an injury-free future

A meat-packing firm also was able to assess the value of its program to maintain interest Several safety bulletin boards were installed, and posters and safety contest reports were displayed on them These displays were credited with an impressive cut in the number of injuries and with a workmen's compensation insurance refund of more than \$1200

Selection of Program Activities

Safety directors frequently undertake promotional activities with no preliminary planning or determining of objectives Some men are prone to use, for example, films or posters for no other reason than that they happen to be available at low cost

All too often, safety professionals spend a disproportionate amount of time on committee work, contests, or "homemade" visual aids because of their bosses' or their own personal interests Sometimes these activities are substituted for a sound, well rounded program based on supervisory responsibility

Basis for the program

To be effective, a program for maintaining interest in safety must be based on needs Select activities so they yield the desired results, not just because they will be popular To develop suitable activities and promotional material, the needs of supervisors and employees must be known

To determine what the employees really thought of the safety program and just how interested they were, one company inaugurated a safety inventory plan Each year after the regular *stock inventory* had been taken, *safety inventory* cards were distributed to all employees—salaried workers as well as hourly

The cards were distributed by foremen or supervisors, who asked each employee to take stock of his job and environment with regard to safety The following year's safety program was planned on the basis of the questionnaire returns, which ran better than 90 percent Many suggestions for improvement of the safety program were received and subsequently put into practice

Factors to be considered

Company policy and experience. If a company ordinarily uses activities, such as com-