

ments with unions provide for elections or appointments by the union. Selection of qualified persons is assured by the appointive method.

Employees should never be selected for committee work solely on the basis of popularity, since the man most liked might not be entirely sold on the safety program. For that reason, it is best for management to appoint committee representatives rather than to have them elected, at least in the early stages of the program. To gain maximum participation and interest of supervisors and workers it is desirable to rotate their representation on the committee.

In some companies, a foreman or first-line supervisor is selected by the safety committee to serve on the workmen's safety committee, and he automatically becomes its chairman. He usually serves for six months or for some other set term, after which another foreman is appointed for this work. In this way, all the plant foremen, as successive chairmen of the workmen's committee, are rotated and given this experience. In many companies, the foreman who serves as chairman of the workers' safety committee is also a member of a supervisory or management safety committee.

Policies and procedures

When a committee is formed, certain policies and procedures should be set forth in writing, and should cover at least

1. Scope of committee activity.
2. Extent of committee authority
3. Procedure
 - a) Time and place of meetings
 - b) Frequency of meetings
 - c) Order of business
 - d) Records to be kept
 - e) Attendance requirements

Although records of activities should be kept and the procedure to be followed should be put in writing, the paperwork should be kept to a minimum. Too much system is a waste of valuable time and effort. Likewise, when little thought is given to the system, it often leads to confusion and duplication of effort.

The scope of committee activity and the

authority of the committee will vary from one company to another and with the type of committee. Much depends also upon the size of the organization, the type of problems faced, and the character of employee relations. Plant central committees, for example, are often the executive or policy-making group.

Effective committee meetings

Good safety meetings require thorough planning and effort. Notices of meetings, preferably accompanied by an agenda, should be sent to each member of the committee.

The frequency of meetings varies, depending upon the type of committee and the program. There should be sufficient items of business for at least one meeting a month. When the interval between meetings is longer than one month, the members tend to lose interest.

Where possible, the meeting place should be comfortable and cheerful. Each person attending the meeting should be provided with a seat and be in a position to see and hear the speakers.

Meetings should be conducted according to the generally accepted rules of order. Formality should not be allowed to overwhelm the meeting and inhibit free and frank discussions.

The following is presented as a suggested order of business that may be adopted for safety committee meetings in general.

1. **CALL TO ORDER** The meeting should be called to order promptly at the appointed time.
2. **ROLL CALL BY THE SECRETARY** Names of members and others present should be recorded. Members who cannot attend should notify the secretary in advance, and the reasons for absence should be noted in the minutes.
3. **INTRODUCTION OF VISITORS.**
4. **MINUTES** of the previous meeting should be read and corrections made. (This item can sometimes be waived.)
5. **UNFINISHED BUSINESS** All matters on which definite decisions have not been made are brought up for reconsideration.
6. **REVIEW OF ACCIDENTS AND STATISTICS** Classification by cause should be deter-