



Safety Program • 1956

Mental Distraction

ABSTRACT

CONFUSED
TEMPERAMENT
PRE-OCCUPIED
ANGRY
WORRIED
HURRIED
INEXPERIENCE



DEFICIENCIES

COMPLACENT
FORGETFUL
INDIFFERENT
NEGLECTED
UNDEPENDABLE
IRRESPONSIBLE

Engineering Department
CONSTRUCTION DIVISION

DUP 0918625

CONSTRUCTION DIVISION

1956 SAFETY PROGRAM

Divisional and Field management have agreed that the road to further progress in our accident prevention activities lies in the field of *Abstraction* for the most part, and secondly, a recognition and agreement that we pursue past basic techniques with more thoroughness, completeness, and unflinching continuity, day by day and task after task to the "100,000th" task!

Part 1. Interpretation of ABSTRACT DEFICIENCIES. "MENTAL DISTRACTION".

Part 2. PLACEMENT — Employment "Screening" with realistic "Job Placer".

Part 3. OPERATION "MUST" — A three-step requirement for every foreman... every day. "Must" because for 20 years — when an accident has been experienced — a foreman invariably failed to do this completely, thoroughly, and reliably.

Part 4. FOLLOW-UP on 1, 2, and 3 above. (Convince us and yourself!)

* THE CONTROL OF ABSTRACT DEFICIENCIES (A Prologue)

We have discussed, illustrated, and demonstrated many times during the past several years that in the du Pont Construction Organization, concrete safety, that is, guards, signs, personal protective equipment coverage and the like have been provided in time and quantity to produce 99.6% of our desired annual goals of no accidents.

Beginning in 1946 as previously stated, how, and as agreed at the Project Manager's Conference in July, 1955, further progress, effort, and successful effort in the field of controlling abstractions in people; abstracts produced by the mind to assure safe personal conduct.

Because in new fields, we must be alert before you attempt to walk — we are approaching "Abstract Deficiency Control" through a present consideration of that subject which we will name "Mental Distraction" — for better field and general comprehension.

In the same sense, that a cluttered mind is a distracted mind—we recommend and request the operation of Part I on the opposite page with daily thoroughness on the part of EVERY supervisor, foreman, superintendent, and engineer on the project to and on EVERY single individual on the job site continuously and completely as indicated.

(This prologue has been briefed in the knowledge that the basic philosophy and psychology of abstract human deficiencies have been discussed in our organization in many ways and many times during the past two years.)

DUP 0918626



Safety Program • 1956

Mental Distraction

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Engineering Department
CONSTRUCTION DIVISION

DUP 0918627



REG. U. S. PAT. OFF.

Safety Program • 1956

Mental Distraction

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Engineering Department
CONSTRUCTION DIVISION

DU-0516628

OPERATION "BUCKSHOT"

FOREMAN _____ SITE _____ CRAFT _____ WEEK _____
 _____ ENDING _____

My best JOB PLACEMENT FUNCTION this week was with _____
 who was assigned to _____ (in) (at) (on) _____
 because: _____

Circle one:

CRAFT

0 1 2 3 4 5 6 7 8 9 10

Signed: _____

SAFETY

0 1 2 3 4 5 6 7 8 9 10

NET

(The three highest scoring cards during any week must be verified).
 (over)

DUP 0918629

DU 032211

The overall safety performance of each gang, as previously noted by management, will be reviewed at the time of any grading of any foreman's card at site level and will also be the basis for upgrading or downgrading entries as merited. This means that the grade earned on any card any week, and especially those ultimately evaluated for district competition, must be tempered with or reflective of the gang's overall safety conduct as performed on that site to date.

OPERATION "BUCKSHOT"

1. An Incentive Program for Added Safety Function by Gang Foremen
Engineering Department - Construction Division

1 2 5 6

1. OBJECTIVE AND PARTICIPANTS - (NONE OTHER THAN STATED BELOW)

To provide a measure of frequency and quality of the daily individual-man-job-placement by each gang foreman on a given project.

2. DURATION

Beginning January 1, 1956 and continuing this year in 10-week periods until further notice. Ten-week periods will be 1/1/56 to 3/10/56; 3/11/56 to 5/19/56; 5/20/56 to 7/28/56; 7/29/56 to 10/6/56 and 10/7/56 to 12/15/56.

3. WHAT TO DO - HOW

Each gang foreman (including fixed fee contractor's foremen) shall be required on Friday of each week to turn in a prepared "fill-in" card which will have been issued to him in advance. On this card he will state in three or four written lines which job placement function that he executed during the previous five working days was the most outstanding, most valuable and most likely to have prevented an accident. (Printed cards will be furnished each site by the Division Safety Office).

These cards as submitted (no urging after first "clear-cut" request) are to be promptly turned in to the respective craft superintendent to be rated on the scale of 0 to 10. All such cards are then to be promptly sent to the safety office for rating on the same scale and for the insertion of a composite rating of the two ratings. This composite rating for the week thereby becomes the foreman's rating for the given week's competition. The net score for all weekly entries is then to be translated into "buckshot" which shall be inserted in plastic tubes in a combination scoreboard and bar-chart to be maintained at the most strategic point on the project where gang foremen can view their progressive ratings throughout the particular period of competition. (The combination scoreboard, bar-chart plaques will be ordered by the Division Safety Office from the Wilmington Shops and will be sent to each project from that source. Sufficient "buckshot" will also be forwarded by the Division Safety Office.

It should go without saying that "buckshot" should be awarded on only the most critical basis if we are to elicit quality from the function we are herein attempting to stimulate and improve.

DUP 0918630

DU 032213

4. JUDGING

At the end of 10 weeks the gang foreman on any given site with the highest column of buckshot on the scoreboard chart becomes eligible for having his best card during the 10 weeks, compete with the best card produced on any other site in the same district. The foreman who submitted the best card in each district will then win a \$77.30 Remington "Wingmaster" Model 370 AP, five-shot repeating shotgun. Each winner will have a choice of gauge, choke, and barrel length as described on Page 2 of Remington's 1955 catalog of Sporting Firearms, attached. Each project is to forward a list of all foremen to the Division Safety Office at the end of each 10 weeks competition showing the total number of "buckshot" awarded each foreman. The Division Safety Office in turn will issue a composite report to all sites showing the winner in each district, the 10 weeks winner at each site, their scores and the average foreman's score at each site.

The judges for the rating of the final card submitted by projects in each district will be the superintendent of the district. It is anticipated that no prompting aside from the initial explanations be done to help any foreman with his score. It should be explained at the outset that initiative is part of this competition. Foremen who score below the average or who do not compete focus a giant-size spotlight on themselves and therein lies the "assistance factor" of this system to local management. It obviously then will be up to local management to persuade, coach, or convince the foremen who will not or cannot "cut the buck".

The preceding paragraph does not mean, however, that gang foremen should not be expected to job place their men according to the basic 1956 program. Gang foremen who experience sub-major injuries, or tabulatable major injuries, are automatically excluded from the competition for the remainder of the 10 week period then in force. The overall safety performance of each gang, as previously noted by management, will be reviewed at the time of any grading of any foreman's card at site level and will also be the basis for upgrading or downgrading entries as merited. This means that the grade earned on any card any week, and especially those ultimately evaluated for district competition, must be tempered with or reflective of the gang's overall safety conduct as performed on that site to date. All ties as may arise from cards submitted in district representation at the end of each 10 weeks will be judged by the two members of the Division Safety Office prior to final judgment by the district superintendent. If for any reason Division Management sees fit to discontinue this competition, it should be understood that this right is reserved.

DUP 0918631

DU 032214

- A. Beginning with January 1954, and continuing monthly thereafter, the Division Safety Office will select and delineate to all sites, one example of mental distractions taken from those on the front cover of this program.

Each example will be illustrated and will be sufficiently explained to assist in obtaining uniform understanding and application at all projects. This, in printed form, will be supplied in sufficient quantity to permit distribution to all supervision by the following method:

- B. Beginning with the Field Project Manager and continuing through line organization, personal delineation at each site is to be made on an individual basis wherein each supervisor discusses the example separately with each member of his next line of supervision until all (including foremen) are covered. It is recommended that delineation of the example to Supervision be completed during the first 3 weeks of any month and that the example be used as the weekly safety "objective" during the 4th week.
- C. Each project will be advised one month in advance of each selection or example of mental distractions to be utilized. Thus each site will have time to prepare appropriate and adequate publicity to further aid in delineation of the example.
- D. Be prepared to explain upon request how and when by local initiative you were able to improve on the requirements in "B" without sacrificing the primary plan and intent in "B".

2. Placement-Employment Screening (Selection)

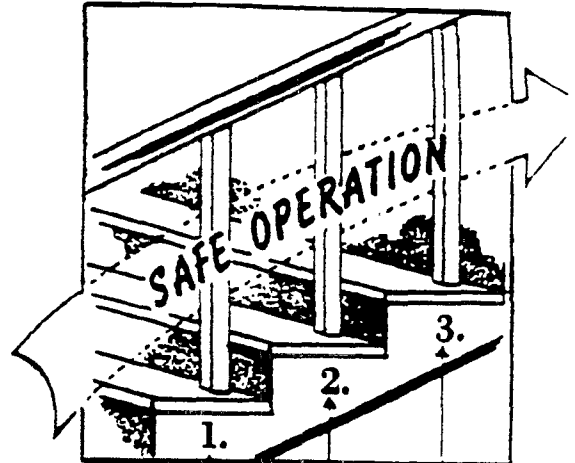
A specific and uniform policy has been framed by the District Superintendents and the Service Superintendent resulting from analysis of divisional needs as well as the conditions so as to get the maximum potential employee effectiveness. This policy is derived from the Division Service Department.

No one should be permitted to assume liabilities of employment without understanding law obligations and responsibilities to avoid liabilities of employment from previous employers or past employment conditions.

No workman should be permitted to assume the hazards of construction work who might injure himself critically or lose his life in so doing. Selection should, therefore, embrace two important considerations.

- Basic physical objectives, and risks, and secondly,
- Aptitude and attitude factors.

Job placement will be the daily responsibility of each foreman and craft superintendent, with assistance by area and division engineer, at employment and thereafter.



1. Daily Individual Man Inspection
2. Daily Specific Man Placement
3. Daily Specific Man-Task — S.T.A.

The requirement #3 above is Fundamental. (We in the Division Safety Office believe an accident is virtually impossible if the above three steps are factually executed at the proper time and with adequate quality.)

The illustration for this requirement specifically dictates that every foreman and supervisor must — every day in the first half-hour of the day:

- First (1) Look carefully at each man in his gang to see if he looks fit and ready to work — and then,
- Second (2) Specifically fit the gang member to a task which physically and from the experience or reliability factor matches the man to the task and the task to the man as practically as may be possible — and then,
- Third (3) Specific adequate S.T.A. must be given for each task — with confirmation from each man that he understands all of his instructions.

It is imperative and essential to the success of this three-step sequence that all supervision — particularly foremen, arrange their supervisory time such that they are with and are personally supervising and observing their gangs, or groups, as much of each working hour as is practically possible. It is believed that through proper analysis and planning this can be done to a greater degree than at any time in the past.

This year and from now on — the exact execution of the three steps must be done and must be confirmed frequently above every foreman — with the same sense of reliability and integrity as when any of them sign checks, or give their word of honor in having fulfilled an expected mission reflective on their honor.

(Foremen: Check on the True "Why" of Absentism first thing in the morning on the day of Employee's Return.

DUP 0918632

CONSTRUCTION DIVISION 1956 SAFETY PROGRAM

4. Follow up

Unlike the system in recent years wherein the Division Safety Office rated the performance of the various sites relative to the Division Annual Program, in 1956 there will be no such monthly ratings, but:

1. You will determine your own degree of compliance and execution for each part of this program.
2. The Division Safety Office will make ratings on personal visitation at irregular intervals, at which time the program will be judged to be completely *functioning or not*.
3. Plans are being considered by the District Superintendents to continue in a manner to be announced later the intra-district competition in Safety Performance by each site.



Don't Neglect Fundamentals See For Review:

- (a) Programs of 1955, '54, '53, '52.
- (b) Graphic Safety Chart.
- (c) Blue Book.
- (d) One Page Craft Procedures Supplied in Start-Up Kit and written by you for Local Application.

FORMER TECHNIQUES APPLICATION

We will continue to make active use of all of the techniques developed in the past, but special reference is made to the following:

- (a) Violation Frequency Rate (daily count recommended).
- (b) The safety talk, S.F.A. requirement.
- (c) Field Mechanical Equipments & Tool Inspection in scheduled periods.
- (d) Weekly meetings and Safety Meeting Guides.
- (e) Continuous "Orderliness" throughout.
- (f) Advise adequately all NEW people, to maintain uniform state of current understanding at maximum.

DUP 0918633

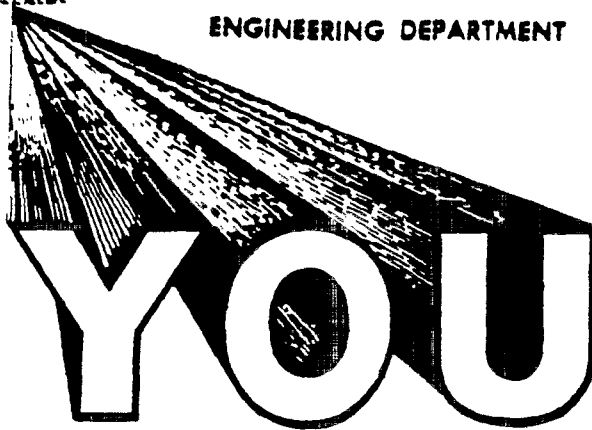
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Safety Program . 1957

ENGINEERING DEPARTMENT

CONSTRUCTION DIVISION

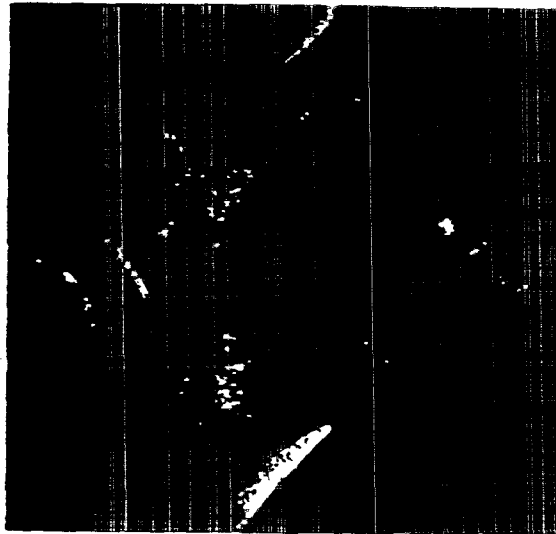


YOU

MANAGER
SUPERVISOR
FOREMAN
MECHANIC

and

ABSTRACTS



ONE BEST WAY

ONE MIND

ONE GOAL

DUP 0918634

DU 032217

1957 SAFETY PROGRAM

Part I. PHYSICAL ORDERLINESS

Part II. THE CONTROL OF ABSTRACT DEFICIENCIES MENTAL DISTRACTIONS

- a) "Big Word" Cards — Extended
- b) Mechanics — (Monthly) — For Dramatizing "Big Words"

Part III. OPERATION MUST

- a) By Foremen
- b) By Safety Engineer
- c) By Management

Part IV. REAPPLICATION OF FORMER TECHNIQUES

I. Physical Orderliness

In the du Pont Construction Division, by concept, definition and experience, this phrase means specifically: that at any moment, hour or day ALL and EVERY piece of equipment, tools, material, facility or apparatus shall be stored, stacked, located, placed, temporarily erected, temporarily spotted, or set up for manipulation in such a manner as will render accident highly improbable AND give the direct and obvious impression of a clean and orderly work place. This applies to the interior of bins, cabinets, and rooms; cubicals as well as whole floors, buildings, yards, and areas.

This requirement by necessity means that all facilities at all times will be erected, placed, or stored PARALLEL to or at RIGHT ANGLES with some base line: like an interior wall, an exterior wall, a building line, fence line or similar point of reference.

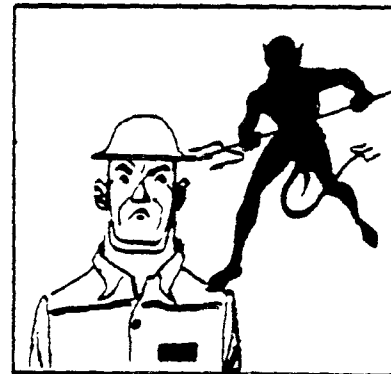
The benefits of this apparently unusual or "extreme" requirements have become obvious in "Material Handling", work accountability, fire prevention, and ACCIDENT PREVENTION!

All concerned are hereby advised that the above requirements shall now and in the future be construed as permanent policy, and not a part of a current annual program.

pamphlets, supplied to all projects on a monthly basis. Local project dissemination is to be identical in method to that used during 1956.

The "Words" as processed in 1956 are always applicable and should be re-applied wherever new employees are involved or where the original application bears repetition. These words are:

COMPLACENT	UNDEPENDABLE
INDIFFERENT	IRRESPONSIBLE
NEGLECTED	INATTENTIVE
WORRIED	TEMPERAMENT
HURRIED	PREOCCUPIED
CONFUSED	INEXPERIENCED



- (b) Mechanics—(Monthly)
For Dramatizing "Big Words"

The Division Safety Office will issue each month a very brief, yet specific program for the purpose of generating job wide attention and interest on an "Abstract Deficiency".

Each issue will contain all necessary information and details and will be provided in time to allow for a full month's application.

II. The Control of Abstract Deficiencies

- (a) "Big Word" Cards

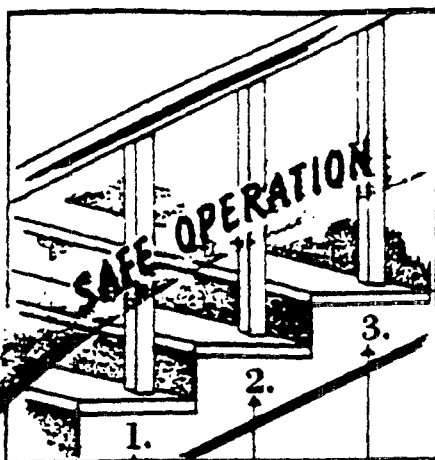
During 1957, the Division Safety Office will continue to delineate examples of mental distractions through the medium of "Big Word"

DUP 0918635

DU 032218

III. Operation Must

(a) BY FOREMEN



1. Daily Individual Man Inspection
2. Daily Specific Man Placements
3. Daily Specific Man-Task — S.T.A.

The requirement, III (a) above is *Fundamental*. We in the Division Safety Office believe an accident is virtually impossible if the above three steps are *factually* executed at the *proper time* and with *adequate quality*. The illustration for this requirement specifically dictates that every foreman and supervisor must — every day in the first half-hour of the day:

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It is imperative and essential to the success of this three-step procedure that all supervision — particularly foremen, arrange their supervisory time such that they are with and are personally supervising and observing their gangs, or groups, as much of each working hour as is practically possible. It is believed, then through proper analysis and planning this can be done to a greater degree than at any time in the past. This year and from now on — the exact execution of the three steps must be done and must be confirmed frequently about every foreman — with the same sense of reliability and integrity as when any of them sign checks, or give their word of honor in having fulfilled an expected mission reflective on their honor.

(Foremen: Check on the True "Why" of Absenteeism first thing in the morning on the day of Employee's Return.)

"Square pegs in round holes" has been a legitimate criticism for misplaced manpower since before our time in Business and Industry. We have trained and reminded frequently beyond the normal for Industry, that we must:

SEE TO IT THAT OUR FOREMEN FACTUALLY PLACE EACH MAN ON EACH TASK — ON THE BASIS OF WHAT HE KNOWS ABOUT THAT TASK. Particularly:

- (1) Basic physical nature of man to task as well as —
- (2) Aptitude and attitude coordination of the man to the task.

This function will be investigated by the Safety Office personnel "at least" once each week — foreman by foreman — and the results reported to management.

(c) BY MANAGEMENT

The local Management will select a person or persons of known experience and capability to physically inspect the working areas for the primary purpose of observing and analyzing:

1. The nature and current state of orderliness related on any working environment as described in, (I), this program.
2. The daily personal habits of mechanics as related to safety, (II-a), in this program.

This requirement should be confused with the "Weekly Inspection Committee" or other organized unit as found on pages of the "Blue Book".

A competitive posting, tabulation, and review should be made, (by crafts), at the regular Friday Staff Meetings where the best craft should be recognized by a rotating award to be provided locally. (It would be advisable to be more original in the nature of the award than the time-worn flag, plaque, or cup.)

SAFETY

has to do with

everything,

EVERYBODY,

ALL THE TIME,

under every,

conceivable circumstance

Read the block above —

Read it again —

Now, — associate the bold type with your supervisors' and foremen's DAILY procedural thoroughness!

ALL 100% — ?

DUP 0918636

DU 032219

IV. Former Techniques Application

You are expected to make timely use of ALL former techniques as may be applicable. Some are listed below:

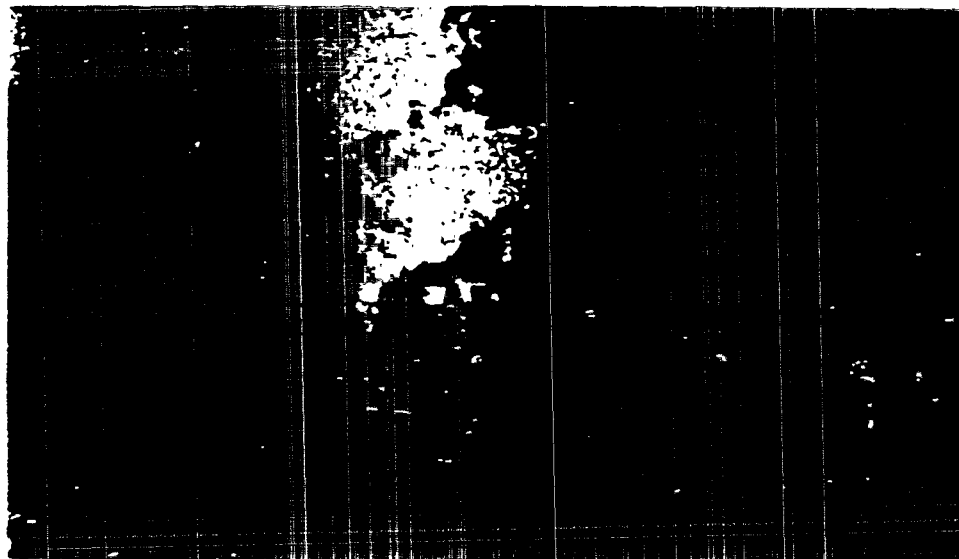
- a. Program Training for foremen for better utilization of the Monday morning Tool Box Meeting time. Help them with "Attention", "Interest", "Desire", and "Action" — The basic principles of "Selling".
- b. The every-task, S.T.A. requirement.
- c. Field, Mechanical Equipment and Tool Inspection in *scheduled* periods.
- d. Weekly meetings and Safety Meeting Guides. (Show more FORECASTED MAJOR HAZARDS.)
- e. Continuous attention to contractor safety performance (du Pont "sameness").
- f. Rigid adherence to principles of employment screening already established.
- g. *Factual* and all-inclusive VFR tabulations.

Don't Neglect
Fundamentals
See For Review:

- a. Programs of 1956, '55, '54, '53
- b. Graphic Safety Chart
- c. "Blue Book" — Rigidly Revitalize.
- d. Material supplied in "Start Up Kit" and that material issued by you for local application
- e. Program all possible Traffic Safety

To the Safety Engineer:

Constantly review the above fundamentals. Are you expecting others to do that which you may not be fully conversant with yourself? Note especially: You are directly responsible for the administration of Safety Engineering in accordance with the Graphic Safety Engineering Sequence of Functions Chart.



FIRE!

Review, inspect, protect, cover, organize for fire prevention
so that all risk is controlled on a current basis.

DUP 0918637

DU 032220


August 26, 1957

ENGINEERING DEPARTMENT
CONSTRUCTION DIVISION

STABILITY

for

SAFETY

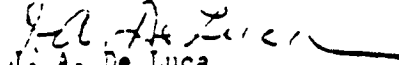
Enclosed is a copy of a specially prepared bulletin for EACH MEMBER of your supervisory staff including gang foremen and all supervisory equivalents of contractor forces active on each of our sites.

This bulletin is NOT issued as an academic treatise on a word in the English language. Rather, it is intended to PRACTICALLY cause IMMEDIATE APPLICATION and LASTING application of moment to moment observation. This type of observation is for the sole purpose of supplying on the spot, at any moment hereafter, EVERYTHING PHYSICAL or of verbal caution or both, so that any man CANNOT fall --- so that any material CANNOT fall --- so that any machine CANNOT fall ---

"any distance under any circumstance".

Please delineate and distribute these pamphlets with the best possible understanding of the above to ALL supervision.

CONSTRUCTION DIVISION


J. A. De Luca
Division Safety Supt.

DUP 0918638

DU 032221