will fully understand and appreciate why the equipment is provided.

The ease with which they may work in comfort and yet receive protection from injury should be shown and explained. Emphasis should be put on the lack of interference they will experience on the job if the equipment is properly utilized and cared for when not in use. If they were previously accustomed to wearing it, the latter is no problem.

Good communication is the crux of selling the protection program. A good explanation of the job and its hazards, along with a thorough description of how it can be performed safely, will go a long way toward showing why the protection is necessary.

Guide lines in how to use the gloves will help greatly in getting maximum effectiveness out of them. An example of this would be in the handling of sheet metal—it should be grasped *firmly before lifting, because* if this is not done, the edges may slice through the glove like a knife, and slash into the hand or arm. Also, after raising the sheet, no shifting or adjusting of the grip should be performed unless the object is rested on something that can hold the weight while the hand position is changed. However, if the grip on the sheet is lost and it starts to fall, the employe should make no attempt to grab it again.

The gloves should be kept dry, if at all possible, and free of grease and oil unless they are designed and constructed for that type of work.

The benefits of "team" lifting of heavy pieces of sheet metal should be pointed out, and a warning against the use of gloves around moving machinery should be stressed.

Employes should be encouraged to participate in action leading up to the selection or modification of the gloves. Often, shortcomings that are noted only by the wearer are brought to light and their revelation may lead to a more effective and economical piece of equipment in addition to giving him recognition that results in personal satisfaction.

It may also be pointed out that good housekeeping is a prime factor in good material handling practices. If a plant is neat and orderly the handling of sheet metal may be accomplished in a more concerted manner, and the possibility of mishandling material is minimized.

Management may desire to standardize on one style of protection to reduce costs, but this may not be realized immediately because of personnel resistance to some designs and types. As a result, it may be necessary to stock several types of gloves until standardization can be achieved. In this case, the initial cost may be higher but, if it is weighed properly, a conclusion will be reached that the cost is lower when compared to potential accident costs if no gloves were worn.

Probably the greatest portion of glove costs may be attributed to laundering and repairs. A thorough analysis of this program will often reveal the need for some action which, if taken, will materially reduce those costs; i.e., damaging of gloves by employes wearing them, wasteful exchange of soiled for clean gloves, haphazard disposal of gloves after a day's use, etc. If all reasonable means of proper equipment useage control fails, then the avenue of constructive discipline must be utilized to complete the selling job of eliminating injuries through the glove investment.

In conclusion, if the proper protective equipment is provided, the employes properly trained in its use, effective maintenance of the equipment is employed, and good overall communication utilized, your hand and arm protective apparel program can be an economical and social success; but, if any of these are missing, it may wind up as an overall catastrophe.