

conditions. Too many times we find the respirator around the neck of the worker, or hanging on a nail. Personal respiratory equipment should be considered a last resort or as standby protection, never as a substitute for effective engineering control.

With the increase in attention to community air and water pollution, a thorough study should be made before any changes or alterations are made to existing control methods or new equipment installed, to make sure that new factors of pollution are not being introduced or old conditions pyramided. An example might be carbon black dust. Exhausting to the outdoor causes unsightly air pollution. Use of water scrubbers

to control air pollution may introduce a problem of water pollution. Today, this is going from the frying pan into the fire. Carefully consider such possibilities before instituting new control procedures.

Many times, trouble can be avoided if control measures are engineered in when initial plans for a new operation or alterations of an existing operation are developed. Adding control measures at a later date is generally more expensive than when they are engineered in at the beginning, and may also not be as efficient.

In summary, when we consider dust control measures, we should ask ourselves, "Is there a better way to do it?"

AN EXERCISE IN SAFETY MANAGEMENT TRAINING

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Part I

Several years prior to 1966, the Robinson Company's monthly safety reports had shown the Woodville Plant as having one of the poorest safety records among the company's nineteen plants. The Woodville Plant ranked at or near the bottom in frequency of disabling injuries and duration of absence because of industrial accident. Workmen's compensation costs for Woodville for the two previous years exceeded costs and budget allocated to that plant by the central office.

On July 3, 1966, as an effort to improve the plant's safety record, the production superintendent sent the following letter to all general foremen with instructions to discuss it with the shift foremen under their supervision:

"During the past eight months much has been said and written about cost reduction. Each foreman should and must be an efficient manager, and his desire to reduce costs must embrace safety. We must eliminate waste, which includes the elimination of accidents—*something we definitely have not accomplished.*

"We need a stern, mandatory program

to enforce safety rules — we can't be wishy-washy about it. Therefore, each foreman should take the following approach:

1. Know your safety procedures and be able to spot bad practices.
2. Train new employees thoroughly.
3. Treat cases of safety-rules violations the same as if the employee was insubordinate or failed to follow work specifications. Use write-ups or, if serious enough, send the employee home.
4. Show your displeasure toward accidents, as if the employee deliberately caused the accident—accidents are a blot on your record as a foreman.
5. Don't let up—constantly talk safety to your employees.
6. Records of minor and major accidents should be compiled for each employee, with a review taking place periodically between employee and supervisor. Action must be taken with accident-prone employees.