

Dam, notwithstanding the fact that the scale of wages at Hiwassee was 10 per cent higher for the workmen engaged in handling forms.

Three cofferdams were used to divert the river during construction. Foundation excavation inside the second cofferdam was delayed due to an unexpected number of seams, and before concrete could be started in that cofferdam, the other blocks had been poured to a height of 125 feet. Three blocks in this area were poured to stream bed level and stopped, to be used for diversion of the river during the period required to raise the blocks in number three cofferdam. After all other blocks had been poured above the control gates, these three blocks were poured by using a steel gate upstream to block off one opening at a time. After concrete was placed in this opening to a depth of five feet, the gate was moved to the next opening, and the operation repeated, until the blocks had been raised to a point where the water flowed through the control gates. A foot bridge was used by the workmen to reach the low blocks and prepare them for concrete. No disabling injuries were recorded against this work.

One of the problems at Hiwassee was to sandblast and paint two penstocks, 18 feet in diameter and 300 feet in length. One-third of the length was level, and the balance inclined at 30 degrees. A scaffold was designed by one of the supervisors on the job. It was adjustable for either level or inclined sections. A considerable saving was effected by the use of this scaffold, and no disabling accidents were recorded for this work.

One of the necessities of safe operation on work which must be performed at night is good illumination. Accidents and low efficiency can be expected if extreme care is not exercised in planning the lighting needs.

Frankly, we copied every safety suggestion we thought we could use in our work. The point I want to bring out is that we cannot afford to require the men under our supervision to work without adequate safety protection. I am convinced that our safety program at Hiwassee Dam saved us many thousands of dollars above the cost of the

program. I am further convinced that a well planned safety program will save any construction organization far more than it costs if common sense is used in planning the program.

All T. V. A. projects have similar safety programs. At Hiwassee we held regular foremen's safety meetings, and at these meetings all supervisors attended and exchanged ideas to promote safety on the job. The construction superintendent, or his designated representative served as chairman of these meetings, and the project safety engineer pointed out various conditions on the job that could be improved. Supervisors were held responsible for the safety of all employees under their supervision, but it was pointed out that they could not shoulder this responsibility if they did not enlist the co-operation and interest of each employee under their supervision in safety.

The safety engineer, accompanied by one representative of each craft, patrolled the job weekly and corrected unsafe practices and conditions on the job. Following this patrol, the group met in the construction superintendent's office and discussed conditions on the job. All employees on the patrol were assured that management had a deep interest in safety and encouraged the interest of every employee in safety. If suggestions were made by members of the patrol, that could not be put in practice, a careful explanation was given to show why it could not be done.

Housekeeping was stressed in all meetings, and each craft was required to clean up and salvage all materials left over after completing any task and supervisors insisted that workmen maintain an orderly place to work.

Employees were instructed in the safe way to perform routine work and encouraged to participate in first aid training courses.

Weekly letters were prepared by the safety organization and mailed to all supervisors by the construction superintendent. These letters pointed out the conditions causing the majority of the accidents in that period, and made suggestions to eliminate similar accidents.

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