sistently expects, the application of excessive safety controls should be minimized.

How do you determine if a foreman is in control? We at Frigidaire are answering this question during our regular plant housekeeping and accident hazard inspection. During this tour, two foremen team up and cover all departments in the plant looking for and expediting correction to unsafe conditions. As an important part of the tour, employes are selected on a random basis and asked about their safety experience. In this safety interview they are asked, "Approximately how long has it been since your last safety talk?" — "Who gave you the safety talk?" — "What, specifically was the subject of the talk?" — and more importantly, "What best sells safety to you?"

The answers to these questions have provided us with excellent examples of both good and bad safety practices. They not only indicate the foreman in control but identify the foreman who may be short-cutting safety talks and job observations, and give us an idea of what forms of communications best reach our people. From several of these safety interviews I found the value of the pay check safety message, used at that time by only a few foremen. The interview is also used to test new safety promotional ideas to see if they have any effect on our employes. In general, we have determined how well the team performs and are expanding the positive examples of success to further improve our overall plant safety performance.

4. We must expect our manufacturing safety team to possess the accessibility-adaptability of the modern day refrigerator. The freezer compartment has been moved to the bottom of some models to provide greater access to the higher usage food compartment. Gliding shelves bring products to the user with a minimum of effort. Interior storage easily adapts to items ranging in size from eggs to watermelons.

Our manufacturing safety team must also be accessible to the many safety services and adaptable to their suggestions. The industrial hygienist; equipment designer, and safety engineer must eventually channel their work through the manufacturing supervisors. Without a free exchange of ideas and an open-minded attitude, the results are limited.

As previously mentioned, the manufacturing supervisory group is only a portion of the complete safety team. The need for teamwork extends well beyond, to include the many safety service groups. To improve the results of any team effort, each member must understand the capabilities of his teammates.

We are working to improve our relationships with the other safety groups by acquainting our foremen with the details of their services. In our regular safety meetings, representatives from manufacturing process, safety department, industrial hygiene and fire protection are invited to explain in detail the many facets of their specialities and demonstrate products available for our use in accident prevention. By acquainting the foremen with these products and services, we feel we're helping to develop better safety application and improve the accessibility and adaptability of the manufacturing safety team.

5. We must expect our manufacturing safety team to maintain planned order. Our refrigerators are planned for the orderly arrangement of foods. There are facilities to provide storage of eggs, butter and bottles in the door. Shelf arrangement has been designed to handle the many sizes and shapes of containers to be refrigerated. In general, efficient utilization of the refrigerated and freezer space can be made by maintenance of planned order. Good order and housekeeping are also valuable assists in maintaining safety standards, and they have a remarkable effect on product quality and efficiency.

Planned order begins when we disregard the usual excuses given for poor order and take a positive approach toward improving our operations. Even though stock storage areas are limited, reducing amounts to actual need generally shows immediate improvement. I find most foreman have allegiance to the string-saver belief and allow their people to save discontinued stock, broken parts, and empty boxes for that day that never comes. This practice overloads storage areas, creates clutter, and is usually the reason behind the "not enough storage area" plea. After cleaning out the "string-saver's" hoard, there is no