

in safe working conditions and efficient operation

- We believe in the dignity and importance of the individual employee and in his right to derive personal satisfaction from his employment. Also spelled out in this creed is our belief that the safety of employees continues to be the first consideration in the operation of the business

- Safety is our responsibility in management. Without question it is our *number one* responsibility, taking precedence over everything else

- Accident prevention and efficient production go hand-in-hand. All levels of management have a primary responsibility for the safety and well-being of all employees. This responsibility can be met only by working continuously to promote safe work practices among all employees and to maintain property and equipment in safe operating condition

- The manager is the key man in the safety program because he is in constant contact with employees. No foreman, supervisor, or operating head may ever be relieved of any part of his responsibility for safety. Safety is an operating function and cannot be transferred to a staff organization

- Safe practices on the part of plant workers must be part of all operations. No job shall be considered efficiently completed unless the worker has followed every precaution and safety rule to protect himself and his fellow workers. The ideals of production and safety must be inseparable

- "Total Safety" extends into three important areas—company personnel, products and customers, and the public. This policy is implemented in these vital areas by

- 1 Development and application of safety standards both for production facilities (equipment, tools, work methods, and guarding) and for products, based on applicable legal and voluntary codes, rules, and standards as a minimum
- 2 Safety inspection to identify potential hazards, both in production and in products. Packaging, labeling, and instruction sheets are designed to minimize hazards, or alert

users to hazards inherent in the product

- 3 Accident investigation to determine future preventive action
- 4 Accident records and accident-cause analysis to determine accident trends and provide targets for corrective action
- 5 Education and training in general safety principles and specific techniques. On-the-job safety instruction by the supervisor and periodic supervisory contacts for new instructions, follow-up, and general safety motivation
- 6 Protective equipment to provide injury protection
- 7 Industrial hygiene studies to identify potential health hazards and develop necessary control measures
- 8 Safety publicity and promotion to step up program interest and participation
- 9 Off-the-job accident prevention in cooperation with public and private agencies to promote the application of accident prevention principles to nonwork activities

Backing up words with actions

Once a safety policy statement is established, it should serve all management people as a continuous reminder of their obligation in this important area. This statement should be posted in all offices of executives, supervisors, and staff managers. It should also be publicized so that every employee becomes familiar with it, particularly with those aspects which apply directly to him. Meetings, letters, pamphlets, and announcements can be used.

Management actions speak louder than words. Just formulating a policy and telling people about it is only the start. Assigning a safetyman, joining the National Safety Council, and putting up a few posters are other steps. But unless top management shows real interest at all times, the best (but unenforced) safety policy can go right down the drain.

The effectiveness of any safety policy and program varies directly with the active support given it by management.

Expressions of management interest include award presentation ceremonies, safety banquets, rallies, carnivals, and special events attended by the top manager himself to show his personal support for company safety efforts.