supervisors When the safety man and the supervisor meet and talk about the job, there can be a complete and free interchange of ideas that is not possible in a group In private conversation, the supervisor will often express reservations or doubts that he would not voice in a meeting, and the safety man will have the opportunity to clear up misunderstandings

The safety man who meets with the individual supervisor not only instructs and coaches, but also learns many things he needs to know Supervisors appreciate interest in their work and are usually eager to teach others about the processes of their departments The safety man can learn much from them about the mechanical processes and also about problems of supervision Possibly most important is that he becomes personally acquainted with the supervisors Every safety man ought to allot a part of his time to these personal contacts

Work projects

Probably the best kind of safety training for supervisors comes when they actually do a job that needs to be done Small groups of supervisors, working with the safety man, can really help the company's safety program by undertaking projects for which they are well-qualified Following is a list of suggested projects * Many others will occur to safety men and safety committees

1 Set up plant inspection procedures and develop check lists
2 Develop rule books, safety instruction cards, job procedures
3 Make a study of accident costs
4 Set up and conduct contests of various sorts
5 Develop training aids and exhibits
6 Plan and conduct programs for company meetings and community meetings

Many safety men came from supervisory jobs, and their interest in safety, as well as their selection for the safety job, grew out of activities of this type

The value of having supervisors undertake such jobs is that they acquire a proprietary interest in the safety program, as well as a good deal of skill and factual information

Safety conventions

Some companies send supervisors to the National Safety Congress, often as a reward for an exceptionally good safety job The Congress is the annual convention and exposition of the National Safety Council Its great size, elaborate exhibits, and wide variety of meetings and contacts (Fig 6-5) make attendance a valuable experience

The cost in time and travel expense is a limiting factor and, for most companies, it is not practical to send a large number of supervisors to any one Congress This difficulty is not so pronounced in the case of regional and state safety conferences

Supervisors and superintendents should be given frequent opportunities to attend state and regional conferences The meeting programs and especially the exhibits of safety equipment are instructive The better qualified supervisors often speak at these conventions, or a group from the company may put on a demonstration or an exhibit of its safety work Planning and carrying out such activities is interesting and educational

Programmed instruction

One of the newer training techniques, grammed instruction may be used as a substitute or supplement for classroom and textbook methods of supervisory training Using self-contained teaching materials (including so-called "teaching machines"), programmed instruction permits the trainee to set an individual pace and to absorb knowledge in easy-to-take bits The learning process is reinforced by requiring the trainee to answer questions and correct his own errors before progressing with the course

The National Safety Council offers one type of programmed instruction course for the safety training of supervisors Courses available from other sources use self-education techniques for training in such subjects as management skills and communications

Reading material

Companies should provide supervisors with reading material—safety newsletters, safety magazines, magazines on supervision, booklets, and reprints Some large com-

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*All these activities are discussed elsewhere in this Manual Safety men who plan to use them as training projects should first obtain as much information as possible