

May, 1957

Accident and Fire
Information Bulletin

SUPERVISOR'S PAGE

WHAT MUST A SUPERVISOR DO TO PREVENT ACCIDENTS

He must exhibit the proper attitude.

He must really want to prevent accidents.

He must think right and feel right about his job as respects the prevention of accidents.

He must believe that it is important to him.

He must believe in the soundness of the philosophy of accident prevention.

He must be impartial.

He must be patient even when he is tired or burdened with other duties.

He must not irritate.

He cannot exhibit an attitude of "If he doesn't know any better he should get hurt."

Neither can he say, "I can't stand over each man all day." And nothing is to be gained by taking the attitude, "He's just stubborn." How do we know he is stubborn? Perhaps we are stubborn. Is there any difference between stubbornness and perseverance? One difference, of course, is that as a rule the other fellow is stubborn while we are merely persevering and determined.

A supervisor must also possess certain abilities and if he applies them in his accident prevention effort, the same as he almost automatically does in production problems, he has a good chance of controlling accidents.

Ability to influence people and instill enthusiasm.

Ability to command self-respect.

Ability to lead people to understand.

Ability to inspire people to do what is right. To make them see their mistakes.

Ability to get ideas from others.

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MAP 001565

LAM023442

May, 1957

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SUPERVISOR'S PAGE (cont.)

Ability to observe personal characteristics such as evidence of fatigue or improper attitude. Such attitudes do not spring up. There is reason for them.

Ability to analyze a situation and get the facts.

Ability to question and inquire.

Ability to make people like him.

Ability to build morale.

Ability to anticipate probable troubles.

Ability to plan step by step how to accomplish his purpose.

A good safety record can be produced by the same methods used to establish a good production record. The supervisor is dealing with the same men, using the same tools and equipment and working in the same places.

The prevention of accidents, the safety of men under his supervision is truly the supervisor's responsibility. His success in discharging that responsibility will depend upon how earnestly he applies the methods of corrective action outlined here and to what extent he makes use of his supervisory qualities.

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SUPERVISOR'S PAGE

PART OF EVERY JOB

Safety ideals, policies, and attitudes have a way of deteriorating as they are passed along down the line from top management to the employee who got injured.

So the big question for foremen is "are you conductors or insulators in the chain of command from top man to employee?"

Mr. Foreman, how do you look at that oft repeated admonition "you are the key man?" Your reaction to the statement is highly important, because in no other activity does your attitude play such an important part as it does in injury prevention.

Employees are apt to have one or more negative attitudes toward safety. Most common is the fatalistic attitude - - that if your number is up, you will be hurt. Another dangerous attitude is the one that the accident will happen, but to someone else. Some people feel that a past record of no-injuries is insurance for the future. Some employees feel that safety precaution is a sign of weakness. Some employees charge every injury to "carelessness" and let it go at that.

Foremen are the logical ones to work with and correct such attitudes. A starting point is the setting of the proper example. A foreman with a negative attitude himself is in a poor position to "sell" the idea to those who "take their cue" from his actions and the example he sets.

A foreman who is sold on the practical value of making safe thinking a part of everyone's job, will develop a habit pattern for doing some of his routine work.

For example, when he selects and inducts a new employee, he will never forget to emphasize that safe thinking is as much a part of every job as coming to work or collecting his pay check. He will also always call attention to the hazards when an old worker starts a new job.

Foremen who appreciate the soundness of making safe thinking a part of every job, will establish a system of, "across the board" equipment inspections to detect unsafe conditions.

When safe methods are "built in", safety discipline problems are reduced. It is one thing to correct a man for not following instructions, and it is quite a different problem to get an employee to follow a safe practice recommended by a safety committee or someone else, sometime after the employee has been hired or placed on new work.

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Ten Commandments of Safety For Supervisors

Your job in management places you in a unique position of trust. For not only does the company rely on you, as the direct representative of management, to apply its policies wisely and fairly; also entrusted to you is the obligation to safeguard the well-being of the workers in your charge. No responsibility transcends this in importance. In this respect your job is akin to the "stewardship" of Biblical days: As a supervisor, you are indeed your brother's keeper.

On-the-job accidents represent a serious threat to the physical well-being of your men. Their prevention calls for your constant vigilance. Therefore, if you would guide your men safely through their daily work, be yourself guided by these precepts:

1. You are a supervisor and thus, in a sense, have two families. *Care* for your people at work as you would care for your people at home. Be sure each of your men understands and accepts his personal responsibility for safety.
2. *Know* the rules of safety that apply to the work you supervise. Never let it be said that one of your men was injured because you were not aware of the precautions required on his job.
3. *Anticipate* the risks that may arise from changes in equipment or methods. Make use of the expert safety advice that is available to help you guard against such new hazards.
4. Encourage your men to *discuss* with you the hazards of their work. No job should proceed where a question of safety remains unanswered. When you are receptive to the ideas of your workers, you tap a source of first-hand knowledge that will help you prevent needless loss and suffering.
5. *Instruct* your men to work safely, as you would guide and counsel your family at home—with persistence and patience.
6. *Follow up* your instructions consistently. See to it that workers make use of the safeguards provided them. If necessary, enforce safety rules by disciplinary action. Do not fail the company, which has sanctioned these rules—or your workers, who need them.
7. *Set a good example*. Demonstrate safety in your own work habits and personal conduct. Do not appear as a hypocrite in the eyes of your men.
8. *Investigate and analyze* every accident—however slight—that befalls any of your men. Where minor injuries go unheeded, crippling accidents may later strike.
9. *Cooperate* fully with those in the organization who are actively concerned with employee safety. Their dedicated purpose is to keep your men fully able and on the job and to cut down the heavy personal toll of accidents.
10. *Remember*: Not only does accident prevention reduce human suffering and loss; from the practical viewpoint, it is no more than good business. Safety, therefore, is one of your prime obligations—to your company, your fellow managers, and your fellow man.

By leading your men into "thinking safety" as well as working safely day by day, you will win their loyal support and cooperation. More than that, you will gain in personal stature.

Good men do good work for a good leader.

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