

made in simplifying the problem by reason of our close relationship with the people who build our machines. It is a fact that our experience with the complexity of automation has contributed greatly to the decreasing need to add guarding to machines after they are delivered to us. We are rapidly approaching the time when, from a safety standpoint, a machine will be ready to run the moment it is set on the floor. As evidence of this fact, I am advised by our safety personnel that the machines we are receiving for a new plant in Cleveland are coming in almost completely guarded. It is important to note that a very minimum amount of additional guarding will have to be applied to them. We believe this is significant since our standard in this regard is very high.

We could go on with the many advantages of automation as it relates to employee safety.

You may gather that the automation of industrial processes represents a completely new approach to the subject of employee safety. I assure you that this is not the case. It is a fact that the same old principles, so well-known, still apply as they did in the single operation processes. Our best friends in this regard still are:

1. Engineer the hazard out of the job.
2. Guard the hazard.
3. Educate the personnel.

We have dwelled pretty much on the first two principles so I would like to explore our approach to principle number three—educate the personnel.

We recognize that in safety, as in all other aspects of our job, there is no substitute for a well trained and informed employee. A typical approach to this principle is exemplified in our Cleveland Plants by the following training program for employees:

Safety is included in the induction of newly hired hourly personnel by the hourly personnel section.

A personal indoctrination is given employees by safety unit representatives.

They are routed through our safety shoe store where safety shoes and spectacles are emphasized.

General safety rules are issued in a package.

Foreman's induction check-off list requires coverage of safety as one item.

A check-off list issued by safety itemizes the coverage by the foreman and when complete the form is submitted to safety for filing.

On the job a follow-up by the foreman and the safety engineer is initiated.

Bulletins of unusual or new accident causes are distributed to all employees, in some cases, to supervisors only in others.

A series of five-minute safety talks are given by supervision periodically to their hourly-rated personnel.

While the representatives of safety have an important part in the training of our employees, the basic responsibility in this regard rests completely and entirely with our foremen. In order to better equip these members of management to meet this important responsibility, we conduct regular safety training conferences with them. This is an organized program designed to make every foreman the safety director of his department.

We firmly believe that we see a definite trend toward longer accident-free periods through automation.

Our Cleveland engine plant is now eligible for the National Safety Council Award of merit for having worked more than a million accident-free hours over a 30-day period and our Cleveland foundry is in its fourth month without a disabling injury.

Your Accident Record Reflects Your Attitude

By J. M. SYLVESTER

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All of us at Bethlehem are proud of the Bethlehem plant's achievements in safety over the past several years. While our record has been good as measured by today's yardstick, all of us realize that there is room for substantial improvement. Constantly increasing attention will have to be paid to accident prevention just to maintain the gains we have made.

The steel industry over the past decade has decreased its accident frequency rate from 8.06 to 3.90. In 1953 this meant 6,600 less disabling injuries than would have occurred with our experience of merely 10 years ago.

In analyzing our experience at the Bethlehem plant where we have been fortunate to run each of the past five consecutive years with an annual frequency of less than one, I believe that our most potential safety tool is our *Attitude Toward Safety*. Your accident record is a direct reflection of your attitude.

On the desk of every superintendent in our plant, for all to see, are these words—*Safety Comes First in This Plant*. This is not a slogan nor a high sounding cliché. It is the foundation upon which each supervisory man exercises his responsibility. This principle is his overriding responsibility, and in our plant a superintendent's performance in safety is an important measure of his overall performance on the job.

Your attitude toward safety will determine largely the emphasis you place upon it, the money you spend on it, and it will spell out the effectiveness of your program. Unless you really mean business, and let every man in the plant know that you mean what you say, you will get nowhere in safety.

Why do we consider safety so important at Bethlehem, and not only at the Bethlehem plant, but in all of Bethlehem's operations?

The answer lies behind success in any industrial undertaking. And perhaps because of its simplicity, its fundamental importance is oftentimes not realized.

Safety has to do with men—with the individual—and in the most intimate and personal way. Probably for obvious reasons, many of us are concerned a great deal more about our physical and material well-being than we are about our mental or spiritual welfare. And while many individuals, through a false sense of security or pride, are slow to appreciate constructive suggestions for their own personal safety, a persistent program sets up a subconscious *personal* response.

Individuality—the recognition, response, and purpose of the individual—is the most effective social and industrial force—at least in America. And we have an obligation to keep it that way. Problems of industrial management have become increasingly complex. Finance, raw materials, marketing, scientific and technological advances all have required additional concentration. And while our attention has been directed largely in those channels, forces which would reduce men to the status of mercenaries have had a fertile field.

Factors which recognize the importance and contribution of the individual and have a positive effect on individual action are the factors we must explore today.

Safety and the individual are firmly intertwined. Safety provides the avenue for advances in human relations consistent with those in technological areas, and because it serves so well the enlightened self-interest of men and management, we at Bethlehem consider it our first responsibility.

I am certain that nearly everyone will readily admit that he (or she) is a leader. But let's not forget that leadership is not inherited. It must first be earned and it is retained only through a constant demonstration of the understanding of the factors of human motivation. Leadership is not a condition. It is not merely the receiving and passing on of information. Leadership educates, develops attitudes, establishes goals, and provides the means through which achievements can be attained. Industrial leadership is not only a responsibility we have accepted. It is a goal in itself. Un-