

Our safety department consists of twenty-five safety engineers and statistical personnel each of whom is charged with the responsibility for employee safety in specific areas of our operation. The safety record of our division is comparatively good, especially in our foundry operations where the frequency rate is 80 per cent below the industry average.

The management of our division is well balanced, having the advantage of the enthusiasm and drive of youth and the leadership and guidance of men with long years of experience. The safety of our employees is of prime importance to them and their support and participation in the safety program is the major factor in its success.

The value of training to a well balanced, efficient organization is given full consideration, particularly in the field of employee safety. In charging our supervisors with the responsibility for the safety of their employees, we recognize the importance of providing them with the tools with which to meet this responsibility. In addition to the support and backing, which is so important to the supervisor, the matter of safety know-how, provided through a training program, is of prime importance to the effectiveness of the supervisor in matters of employee safety. Obviously, the better we can equip him to meet his employee safety responsibility, the better result we will get in terms of a reduction in our accident experience. We are convinced that the most effective way to accomplish this purpose is through conference-type management training meetings. Our setup provides that members of supervision attend one of these one-hour training conferences each week. The subjects for discussion include industrial economics, employee relations, methods, quality, cost, employee safety and other related manufacturing subjects.

At the present time one conference each month is devoted to a study of effective methods in the field of employee safety.

This brings us to the supervisory safety training program in the engine and foundry division. This is a formal program developed by the training section in conjunction with the safety unit. It consists of twelve one-hour conferences aimed at better equipping supervision to meet their employee safety responsibility. We have attempted to present the subject in a little different man-

ner than usual in an effort to maintain continuing interest and, at the same time, get it over in an effective and lasting manner. While we cover certain generalities in the program it is, for the most part, devoted to a study of specific safety problems and their effective solution. Thus each supervisor takes away from each conference not only a recognition of his safety responsibility but a thorough and practical means by which it may be effectively met. Detail leaders' guides are provided for the use of the training section conference leaders who conduct these meetings. While our initial outlay was something over \$10,000, we firmly believe that the results more than justify it.

The subject matter of the twelve sessions is as follows:

1. Why Safety
2. The Principals in Accident Prevention
3. The Principles of Accident Prevention
4. The Principles of Accident Prevention
5. Training the New Employee
6. Training the Old Employee
7. Mechanical Inspection
8. Good Housekeeping—Personal Protective Equipment
9. Accident Investigation—Statistics
10. Analyzing a Job for Safety
11. Analyzing a Job for Safety
12. Humanity in Safety

Session One: Why Safety—is devoted to exploring the reason why employee safety occupies such an important place in the industrial scheme of things. We will discuss it more in detail a little later.

Session Two: The Principals in Accident Prevention—has to do with the responsibilities of the principals on a well balanced safety team, the supervisor and the employee. The mutual interest of the supervisor and the employee are discussed and it is brought out that working as a team they can accomplish a high degree of safety in departmental operation.

Session Three and Four: The Principles in Accident Prevention—in reality is an exploration of the well worn subject best known to safety men as the three E's. We felt that the usual presentation of engineering, education and enforcement as factors in accident control was rather dry and ineffective. It was also felt that it did not go into

enough detail to effectively present the factors in accident control. Therefore, we took the liberty of dispensing with the three E's and looked at the subject strictly from the standpoint of the major factors that contribute to good industrial accident control. The following is a result of this thinking and we present them as a substitute for engineering, education and enforcement:

1. Safety Engineering
2. Mechanical Protection
3. Safe Practices and Rules
4. Working Conditions
5. Publicity and Promotion
6. Personal Protective Equipment
7. Safety Education and Training
8. Accident Investigation
9. Rehabilitation

Session Five: Training the New Employee—is devoted to a study of the problems of getting the new employee started off on the right foot safety-wise. Specifically it deals with the formal *New Employee Orientation Program* that is in effect in the engine and foundry division which is designed to provide the supervisor with an effective means by which he can give the new employee his basic training in safety.

Session Six: Training the Old Employee—is, in fact, a continuation or follow-up on training the new employee. However, it specifically has to do with a formal *Supervisor-Employee Safety Contact Program* whereby the supervisor meets formally with his employees once each two weeks to discuss safety with them.

Session Seven: Mechanical Inspection—is devoted to a study of various types of machines and equipment in terms of detecting the hazards that can be effectively guarded. This session provides a good foundation for the supervisor in carrying out his part of a formal monthly *Mechanical Inspection Program* which is designed to detect and correct mechanical hazards.

Session Eight: Good Housekeeping and Personal Protective Equipment—is self-explanatory. However, I would like to tell you that emphasis is placed on the value of good housekeeping to productivity as well as employee safety. In fact, it is an excellent measuring stick in determining the managerial ability of Supervision.

Session Nine: Accident Investigation—takes up a study of the principles of accident investigation and, in particular, helps the supervisor to develop a technique in scientific accident investigation.

Session Ten and Eleven: Analyzing a Job for Safety—is, in effect, a proving ground for the previous nine sessions. Actually what we try to do is to put into practice in these two sessions all of the principles of safety as brought out in the previous conferences. This is accomplished by developing, in the conference room, an industrial facility from the ground up. By that I mean, we take a plot of ground, build a building on it, purchase and install machines and equipment, select and train supervisors, employ and train employees and finally produce a product. Throughout the entire development the theme is one of considering appropriate and adequate safety at each step.

Session Twelve: Humanity in Safety—is the closing session and is devoted to the responsibility of industry to operate a safe plant. It further explores the rights, privileges and responsibilities of all of us as American citizens and workers.

This is the story of our *Supervisory Safety Training Program*.

Now, I would like to go back to *Session One: Why Safety*—and give you parts of it as it is put on for supervision by our conference leaders. Since the material is written around the industrial supervisor it will, therefore, be necessary for each of you to assume the role of, say, a foreman in one of our production departments, or maybe you would like to be a general superintendent. In any event, take your choice and we will have a look at Session One.

Many of you members of supervision have probably asked yourself the question many times, "Why is safety so important?", "Why does upper management place so much emphasis on it?", "Why do they spend so much money to guard machines and to provide the many safety devices?", "Why do they support a full-time safety department?". These and many other questions have, no doubt, come to your mind many times. Undoubtedly, many of you have found the answer to them, but, just against the chance that not all of us, really understand the basic thinking behind employee safety, we are going to explore it here.