their departments as well as on their production, the supervisors are likely to give attention to any instruction that will help them operate more safely. This fact is a strong argument for starting safety education at the upper levels of supervision

Integrating safety training

In a company that has a formal training program, safety training should fit into that program, the director of training and the safety director should work together in the planning of various kinds of safety training activity

In the training of supervisors—usually the first concern of a training department—practically everything that is taught about good supervision helps to promote safety Likewise, anything taught specifically for the purpose of promoting safety generally improves supervision in other ways

In the arrangement of formal courses, safety subjects may be integrated with other instruction on general problems of supervision, or one or two safety meetings may be included in the course

The number of participants in a class of supervisors should be small enough to allow free discussion, fifteen is about the upper limit The leader uses carefully planned questions when he wants to get people to talk There is no limit to the visual aids and demonstrations and other devices he can use to make his material interesting and educational

A continuing program for best results

Safety training for supervisors needs to be a continuing program if it is to accomplish the best results The program should cover many subjects, presented interestingly and in different ways A limited effort, such as holding a few meetings, may cause supervisors to do a better job for a short time, but interest will lag if the initial effort is not followed up

Industrial management is dynamic Change is continually taking place New methods and new ideas get attention To hold its own in this atmosphere of change and progress, safety must not be allowed to become static

The safety man who strives constantly to help line supervisors take over direct responsibility for safety in their operations finds the results of his efforts multiplied many fold He becomes a true leader who gets the job done better, not by extending the scope of his own activities, but by helping supervisors assume their natural safety responsibilities

Training New Employees

Safety training begins at the time of employment, before the employee starts work. An effective safety training program will include a carefully prepared and presented introduction to the company.

When a new employee comes to work, he immediately begins to learn things and to form attitudes about the company, the job, his boss, and his fellow employees He does so whether or not the employer makes an effort to train him So that the new employee may learn the things he needs to know and may form good attitudes, it is desirable for the employer to give him the right kind of start

At the beginning of his employment, each employee should know the company's safety policy, but the amount he can learn during the induction procedure is limited Unfamiliarity with his surroundings, interest in many matters of seemingly more immediate concern, the detailed procedure of getting onto the payroll—all make it difficult for the employee to absorb and retain much safety instruction It is necessary, therefore, to consider what safety information must be given first, and the best way to present it

Each employee needs to learn the following things if he is to have a good start in safety training

1 Management is sincerely interested in preventing accidents
2 Accidents may occur, but it is possible to prevent them
3 Mechanical safeguarding has been thoroughly done, and management is willing to go further as needs and methods are discovered
4 Each employee is expected to report to his supervisor unsafe conditions which he encounters in his work
5 The supervisor will give job instructions No employee is expected to undertake a job until he has learned how to do it and is authorized to do it by his supervisor.
6 No employee should undertake a job that appears to him to be unsafe