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BUILDING A SAFE MANUFACTURING TEAM

By ALBERT H. JONES
Superintendent, Plant No. 2, Frigidaire Division, Dayton, Ohio

Today, as well as every day, we are working for safety progress directed toward improved accident prevention. To achieve this ever advancing goal, specialized talent from many areas must be combined to function as a team.

The G. M. safety team is certainly representative of the many fields of safety effort concentrating on this most important task. Some are specialists in industrial medicine and hygiene, fire protection, safety engineering, and accident prevention, while others are engaged in designing protective equipment and safer machinery. All of these specialists are eventually centered on the protection of employes, the ultimate consumer of the safety effort.

Let's examine a manufacturing organization and see how we build the safety team for the protection of our employes. We have a definite parallel to follow in that we're already well organized to build a variety of quality appliances at competitive prices.

In the assembly of refrigerators, for example, the first component is the shell. It defines the capacity and model size and will be with us from beginning to end. In the parallel situation of building the safety team, the manufacturing superintendent defines the scope and objectives of the program and oversees the team construction until completion.

Progressing along the assembly line, the next major components are the doors. They are directly connected to the shell and contain the interior structure. Over on our safety assembly line, the next member of the team appears — the general foreman. Working directly with the superintendent, the details of the safety objectives are developed into a well contained program.

At this point in our refrigerator assembly, we have an "ice box," but without provisions for "ice". We then need our most important component, the refrigeration unit, to provide the power for the necessary circulation of refrigerant. It's the heart of our product. On our safety assembly line, the most important member joins the team—the foreman—and he's the heart of the team. He is charged with the responsibility of making the program work by motivating his people through a thorough safety communications program.

Our refrigerator is assembled; just before it goes into the crating area, we check it over and occasionally make some minor adjustments to assure ourselves it's in *perfect* condition for our customers. The nucleus of our safety team is also assembled at this point and, as with our refrigerator, we examine the program in detail and modify it for improvement.

Employing all the skills available, we have built the best manufacturing safety team possible and, as with our refrigerator, expect successful results.

What must we expect from these two products built *in* parallel for our ultimate consumers' use and benefit?

1. We must expect our manufacturing safety team to have sales appeal. Many separate forces employ the principles of sound styling, functional engineering, and quality control in the design and construction of our refrigerator. By using salesmanship, the planned sales appeal these groups have provided will result in customer acceptance.

Our safety program has immediate sales appeal in that it is primarily designed to protect the *individual* from *injury*. This makes the program readily acceptable, but we must go beyond and create a work force that not only *accepts*, but is *sold* on safety. What do we have, and need, to develop this ability?

Many forms of communication to aid the safety sales force are available. Safety posters with eye-catching slogans are displayed in all our plants. Statistical bulletin boards, showing number of accident-free days and comparative plant standings, provide a competitive impetus to safety promotion. The opportunity of cash awards for accident prevention ideas is accomplished through the suggestion program. These programs are but few of the many that provide support to