those jobs The method was declared hazardous only after it resulted in an accident Making sure that safe procedures are established is a supervisory responsibility

Giving job instruction, with necessary emphasis on safety aspects of the job, will help eliminate one of the most frequent causes of accidents—lack of knowledge or skill If employees are expected to do their work safely, supervisors must show them exactly how to do the work and must make sure that the employees have the knowledge and skill to do it in exactly that manner

Assigning people to jobs is closely related to job instruction Whenever a supervisor makes a work assignment, safety, as well as good job performance, requires that he be sure the man is qualified to do the job and thoroughly understands the work method Even an experienced worker needs some direction

Supervising people at work is necessary even after a safe work method has been established and workers have been instructed according to that method People deviate from established safe practices, and injuries result Usually, it is then found that the injured employees have been neglecting safe practices for some time In order to prevent injuries from this cause, supervisors must watch for unsafe work methods and correct them as soon as they are observed

Maintaining the equipment and the work place in safe condition is no different from maintaining them in efficient condition Accidents result from tools and equipment in poor condition, from a disorderly work place, or from makeshift tools used because the right tools are not available The supervisor who keeps his department and equipment in top condition helps to prevent accidents as well as to improve efficiency

Getting supervisors to accept safety responsibility

Not only are these five functions a normal part of the supervisor's job but, unless lines of organization and authority are seriously disregarded, nobody else can perform them Sometimes this fact is overlooked

True, in exceptional cases and for good reasons, some companies give the chief responsibility for safety to safety personnel who exercise direct supervisory authority In these cases, much of what is said here about the responsibility of supervisors does not apply If, however, management expects supervisors to be responsible for safety, lines of authority should be maintained and the responsibility should really be theirs

To bring about acceptance of safety responsibility by line supervisors in an organization where they do not now accept this responsibility requires an executive order, adherence to that order, and education of the supervisors

A clear and positive executive order defining the safety responsibilities of all persons and departments should be issued All members of management should adhere consistently to the policy of supervisory responsibility A careful program of education should be instituted to help supervisors understand and accept their responsibilities and to give them specific help in their work of preventing accidents

Most supervisors have acquired their present positions in organizations where some sort of safety program was already in existence, and their understanding of the program as it has existed is firmly established A safety director undertaking the safety training of supervisors will almost invariably find that his first major job is to get supervisors of all levels to understand and accept their responsibility for accident prevention This job cannot be done in a single meeting or a single communication

Simply getting supervisors to agree in theory that safety is their responsibility is not enough They must come to understand the many ways in which they can prevent accidents, and they must become interested in improving their safety performance

Objectives of safety training for supervisors

Before the safety training of supervisors is undertaken, the objectives of that training must be understood and stated specifically Determining objectives for supervisory training is so important and involves so many kinds of activity that it should be made the subject of careful study and consultation Members of the safety department should not attempt to set up objectives alone, but should confer with representative supervisors and members of higher management

The following statement of objectives should be used only as a guide to be studied and modified to fit specific situations and should be accepted only to the extent that