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GENERAL SESSIONS

ANNUAL MEETING OF MEMBERS
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NATIONAL SAFETY COUNCIL
425 N. Michigan Avenue
Chicago, Illinois 60611

hanged to allow 70 per cent to be paid
uch fund. In California this year the
ture passed an act providing that, un-
therwise agreed, the cost of maintain-
e-crossing protection works should
ed by the California Public Service
ission between the railroads and the
bodies affected on the same basis as
ision of the cost of original construc-
However, the bill was pocket-vetoed
he legislature had adjourned.

reasoning behind this legislation is
and convincing. One of the most re-
brochures by the Committee in the
of Life Program puts is accurately
it says:

ere is a growing awareness that there
real difference in principle between the
public funds to defray the cost of
lights, traffic signs, guard rails and
ent markings and similar devices, and
of public funds to protect the same
of traffic as it goes over railroad

lar statements were made in the testi-
before the I.C.C. by witnesses from all
of the country. State and local public
legislators, railroad people for both
management, safety council officials
pal, county and state authorities, the
nd others expressed the same senti-
And the most important pronounce-
n the subject was that made by Henry
cy, I.C.C. hearing examiner, in the
e has proposed for adoption by the
sion. After hearing all the evidence
st comprehensive investigation of
which has ever been conducted
ner Vinskey said:

highway users are the principal re-
of the benefits flowing from rail-
grade separations and from special
n at rail-highway grade crossings
is reason the cost of installing and
ing such separations and protective
is a public responsibility and should
nced with public funds the same as
traffic devices."

mer Vinskey has thus voiced an argu-
e average legislator understands. In
every case where the facts are laid
he state lawmakers the vote in sup-
corrective measures has been unani-
nearly so.

The magnitude of the cost figures, for an appreciable number of new installations of automatic devices makes it clear that, as a practical matter, the railroads could not be expected to bear the burden. A genuine contribution to safety at grade crossings can be made by formulating some means by which public funds may be obtained and used to build and maintain structures and devices which will automatically protect the motor vehicle driving public from its own folly. Earl F. Campbell, managing director of the California Traffic Safety Foundation, put it very succinctly in his testimony before the Commission when he said:

"Rail traffic is a part of the over-all facilitation and safety blueprint. Large sums have been spent by the railroads in providing remedial measures designed to achieve maximum safety. The public has a major interest in rail-highway accident controls. These controls are created for the benefit of the driving public, and therefore it would seem only just that the public should pay for controls which are an integral part of the highway system. This would represent only a small part of the total highway cost, but would accelerate the building of safety into our expanding and urgently needed highway system."

If we are to have and to use both a national system of railroads and a national system of streets and highways, crisscrossing each other at thousands of places, we must, to an increasing degree, spend what it takes to insulate each system from the other. The tremendous gain in motor vehicle use and the need for rapid, efficient transportation over both systems makes this imperative. To do the job would take that which seems to railroad people to be a very great amount of money, yet a sum which would be only a small part of the whole highway budget. Being realistic, we know that the only place to turn for the amounts necessary is to the public treasury. The sooner the funds are made available and the gates or other protection installed the sooner we may be able to reduce to a minimum the death and destruction at grade crossings.

So it becomes clear that the role of government in grade-crossing safety encompasses at least two very important projects, namely, an enforcement program, consistently followed, to induce compliance with laws and regulations requiring motor vehicles to stop at, or operate with adequate care at, railway-highway crossings at common grade; and, secondly, the appropriation of public funds with which to build and maintain an adequate number of grade separations and automatic protective devices at grade crossings in order to further insulate from each other vehicles moving over highways and those moving over railways.

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THE IMPORTANCE OF SUPERVISORY TRAINING IN THE RAILROAD INDUSTRY

By M. A. NUGENT
Supt. of Safety, The Southern Pacific Co., San Francisco

Our subject of discussion is one that I feel the most important subject in any safety program. Due to the far flung operation of a railroad, it applies more to the railroad industry than any other, and that is the "Importance of Supervisory Training in the Railroad Industry."

We read in various periodicals of upgrading railroad officers. Many railroads are sending them to universities throughout the country with the thought of making better managers. I have no quarrel with this policy. But, we have thousands of supervisors and officers on the railroads who are not given the opportunity of attending universities, although they hold responsible positions in management. These people are supervising still more thousands of employees. Our discussion today is aimed at that group. A program of this kind will pay off in higher morale and fewer accidents.

This group is the hardest group to sell on safety and I will attempt to show you some of the reasons why. They are always under pressure to get things done with greater efficiency and less waste and they may feel that they are somewhat overworked—and possibly they are.

In their preoccupation to get things done, they may feel that the more pressing matters reduce the necessity of carrying an effective accident prevention program. It is often a burden to cope with all the matters they must deal with. They give the greatest attention to those matters that seem of immediate importance, so safety matters wait for an occasion when there is more time. But, all too often, that occasion may never arise.

You may not agree, but after 48 years of experience, holding a variety of jobs in the operating department, I have observed with keen interest the actions of various supervisors. I believe the success of any program will depend on the ability of the supervisor to carry the program down to the rank and file employee. Who else is close enough to the worker to do the safety job? The worker considers he works for the supervisor, not the higher-ups who are miles away in some glass temple. If the supervisor devotes a few minutes a day checking equipment and safety practices, he will instill in his men a safety consciousness that only a supervisor can do.

There is no more effective way of selling safety to railroad employees than through the supervisor. Unless he is imbued with ideas regarding safety, he will never get the safety program off the ground. Safety and morale will always come from the top down, never from the bottom up. As far as the supervisor is concerned; this must start with top management, but it will only reach the rank and file employee through the supervisor. Supervisors are the key members of any effective safety program. Their education is of primary importance and will have a decided effect on the job of training employees.

Proper education will instill confidence in the supervisor and build him up in the eyes of employees and will make him a better supervisor. If a supervisor expects his workers to have confidence in him, he must have confidence in himself. This will not only be recognized by employees, but will also be recognized by the supervisor's superiors. We speak, for convenience, of accident prevention as if it were somewhat apart from other duties. It is *not.* It is part and parcel of the total job. A job cannot be done effectively if equipment is damaged or employees are injured.

You have heard the saying, "He's a good supervisor, but he has a bad accident record." The most effective plan or the most effective method of prevention is for the supervisor to make it a part of his daily duties. A well directed safety program requires of a supervisor a more effective role in accident prevention. It is management's responsibility to train that supervisor.

There are several questions now before us: namely, what can be done by management to train supervisors?

This group here today has had many advantages over the on-line supervisor. Management has come a long way toward educating this group. But, this is of no value unless we take it home and make it effective with our people. Your attendance here (at management's expense) is a part of your education.

The question before us, today, is how best a supervisor training program can be carried on in the railroad industry and how can we best do the job of training.

Last year I gave some of the highlights of the program on the Southern Pacific. Since our training program has started, the ratios have continually been downward.

Evaluation of this program is given by Mr. Miller, on page 17.

By D. K. MILLER
Asst. Supt. of Safety, The Southern Pacific Co., San Francisco

Having worked in such positions as laborer, boilermaker helper, switchman, yardmaster and then 16 years as a line officer, I feel that I am in a position to evaluate the accident prevention program that is now in existence on the Southern Pacific Railroad.

My first experience in assuming complete responsibility for a safety program came when I was superintendent of the Los Angeles Union Passenger Terminal in 1953. Through the large number of personal injuries recorded, it was definitely apparent that some type of training program was in order. A representative of the Southern Pacific safety department set up a series of conferences with all supervisors. These conferences were set up on a weekly basis. Material used covered the past injury record and emphasized the causes and means of correction. The supervisor was trained to see and correct unsafe work practices, how to issue orders, how to train employees to perform specific duties, and how to conduct conferences. It became noticeable that most of our supervisors began taking an active interest in the safety program. Within a three-year period, we were able to reduce our ratio from 20.90 to 3.36. The training program was largely responsible for our success.

In leaving Los Angeles Union Passenger Terminal, and moving out on-line again in the capacity of assistant superintendent on two different big and busy divisions, I was in a position to see the training program on the Southern Pacific in its infancy. The safety department started to issue periodic supervisor's accident prevention bulletins to all line officers. Material contained in these bulletins included such subjects as good housekeeping, personal protective devices, analyzing accident causes, investigating and reporting of accidents, gaining employee participation, audio-visual aids, safety rules and enforcement, on-the-job training, and seeing and correcting unsafe practices.

Safety supervisors, when disseminating this information, conducted interdepartmental conferences with all line supervisors. These meetings were held on an average of twice a year all over the Southern Pacific railroad. About 900 officers participated in these conferences. The information discussed in these meetings, as well as at quarterly staff meetings, served as a basis for a training program. However, with the number of employees being promoted to officers, this is a never-ending program.

Another important procedure we use in training supervisors when revising one of our rule books, or planning some modification in our safety program as it applies to the transportation, mechanical, or maintenance of way departments, is to arrange for a meeting of a certain number of line officers with safety department personnel. In the case of rule books, a committee composed of line officers and safety department personnel sits down and reviews the rules thoroughly, and revises them in the final form for printing. This has been going on for several years now, and we believe it has proven very beneficial in having a line supervisor feel that he is playing an important part in shaping our safety program.

One of the most important programs of the safety department is the responsibility for selection, control, and subsequent use of protective equipment for all departments. These include protection for head, eyes, body, feet and respiratory protection; and clothing for protection against corrosive and toxic substances. The department recommends purchase and use of such materials as creams and cleaners for protection against occupational diseases such as dermatitis. In November 1957 a catalog was issued that contained all approved protective equipment, and use of anything not stipulated in the catalog is prohibited.

Of course, any new equipment receives consideration and replacement is made where warranted.

To obtain a uniform understanding all over our railroad, the safety department conducted educational conferences with all supervisors and trained them in the use of protective equipment. As new equipment is issued, supervisors are again instructed in its proper use. While it is difficult to determine exactly how many personal injuries have been avoided through use of protective equipment, we know a substantial reduction has been made, due to the fact that we are

not experiencing the number of injuries to heads, eyes, hands and feet as we have in the past. In addition, complaints with regard to respiratory ailments have diminished to a great extent.

In addition to this type of education, formal education is offered to a select group of officers and employees who are seriously considered to have definite management potential. Naturally, they must meet various qualifications such as age, seniority and past educational achievement. Each candidate must also demonstrate leadership ability and show signs of positive evidence of making the Southern Pacific a permanent career.

In addition to the programs mentioned, safety supervisors are allocated a portion of the railroad which they continually police, assisting line officers to carry on their accident prevention program.

To gain employee participation, such devices as picnics, family night meetings, luncheons and dinners are held periodically all over the railroad. With proper planning, we have found these functions very helpful in the establishing and furthering of an awareness of safety.

Undoubtedly, we are making some progress in the safety program in that over the last five-year period, we have noticed a decided downward trend. From every indication this progress will continue and should place us in a very enviable position as compared with other Class 1 carriers throughout the country. Despite the fact that our ratio is showing a continual decrease, the field of accident prevention is fertile and training of the line supervisors must be continued to alleviate the number of fatalities and injuries that are still substantial. In continually analyzing the injuries that are being sustained on the railroad, it appears obvious to all of us in the safety department that unsafe work practices and disregard of safety and transportation rules are the major causes of all accidents.

We have employed several outside organizations to come onto our property and make detailed studies of our facilities and work processes. We have spent millions of dollars in making the recommended changes, many of which included built-in safety devices to eliminate human error. Despite these changes, we are cognizant of the fact we are still dealing with human beings and emotions, which must be controlled through an educational program. We realize each individual is a unique being.

Psychologists tell us that in spite of this, all human beings have a definite basic behavior pattern. In our opinion, the acquisition and application of this knowledge is the challenge to safety in the future. On Southern Pacific we are planning to hold educational conferences with supervisors to acquaint them with these basic behavior patterns. This will enable them to understand and recognize changes in the basic behavior patterns of those who work for them.

In our interdepartmental conferences and staff meetings that we are now planning, we are emphasizing several rudimentary aspects of basic behavior patterns to make the line supervisor more aware of his responsibility. Such things will be covered as:

1. Learn to listen—keep your ears open and your mind open. Get the men to talk about themselves and their work.

2. Learn to talk effectively to individuals and to small groups about safety, company policy, department aims, etc.

3. Learn to see — keep your eyes open and your mind open. Look for poor conditions, unsafe practices, ways to improve your department.

4. Learn to teach. Much of a supervisor's job is teaching others, not only how to do specific jobs, but also how to supervise others.

5. Learn to feel—not to develop a sense of touch, but rather an ability to feel what others are feeling. Perhaps "empathy" would be as good a word.

6. Learn everything you can about people, about the company policy, about the work of your own and other departments.

If you are well informed on these matters, the first five will be easy.

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