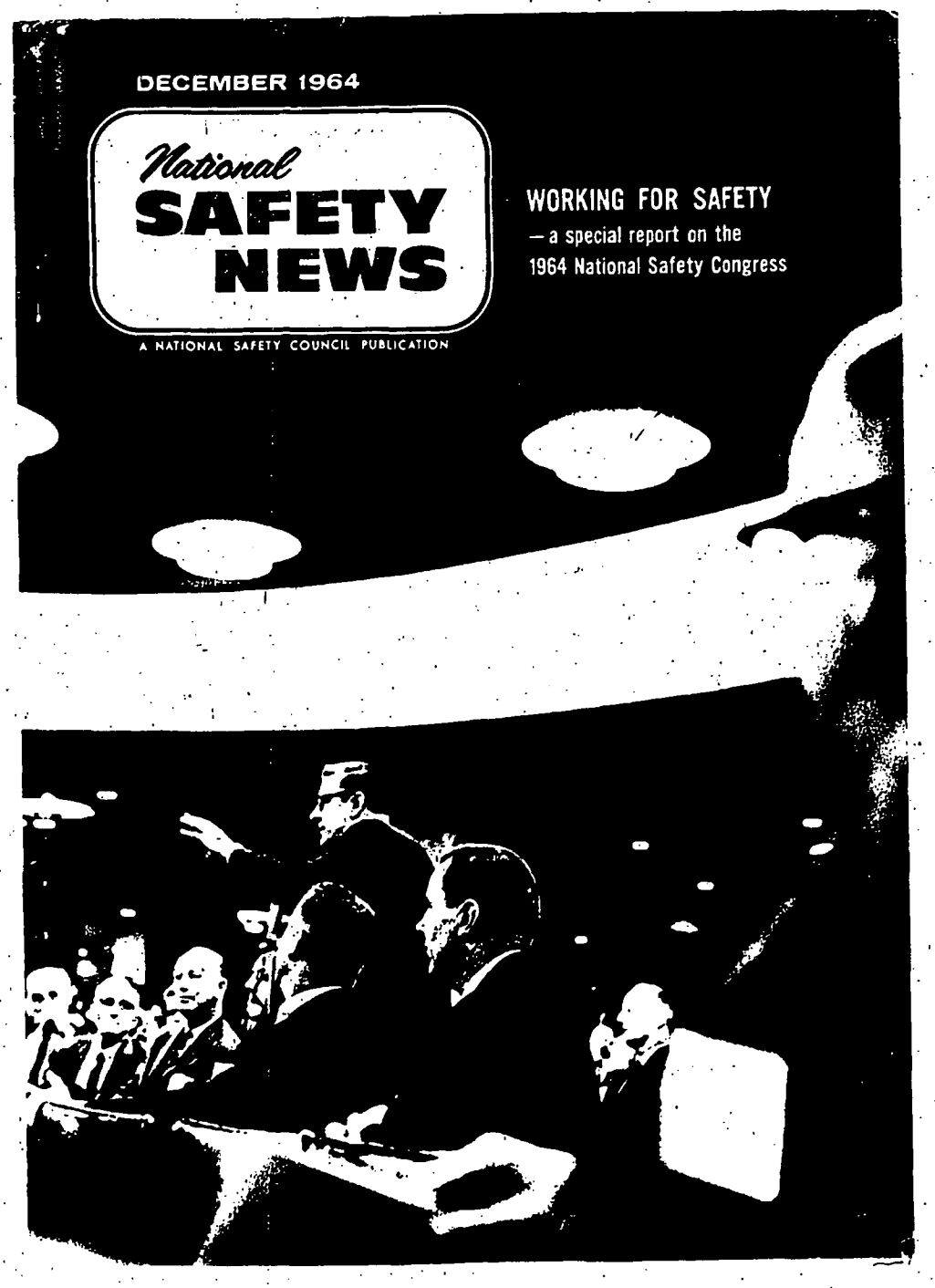

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— a special report on the
1964 National Safety Congress

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1964 NATIONAL SAFETY CONGRESS

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THE COVER



A man rises from the audience to participate in the year's most important exchange of safety ideas — the National Safety Congress. Our report starts on page 21.

39,900 copies of this issue were printed.

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in the program it was found that rotation of employees from jobs with high noise levels to less noisy jobs was not the solution. The company finally turned to an earmuff program. At first there was great resistance to wearing the devices due to discomfort. "We listened, adjusted, talked, counseled until that time came when we had improved our adaptation to a point that complaints of the product stopped completely," Haluska said. The highest compliment paid the hearing program came from a hammershop employee who told Haluska, "You know yesterday for the first time in a long time I could hear my son's voice when I got home from work."

Speaking before the Glass and Ceramics Section, J. S. Sharrah, Occupational Health Services, Pennsylvania Manufacturers' Association Casualty Insurance Co., gave a brief recap of workmen's compensation decisions in hearing loss. "Prior to 1948, hearing loss was not regarded as a significant factor in workmen's compensation," according to Sharrah.

Partial hearing loss due to noise was ordinarily not compensable. Subsequent decisions in New York, Wisconsin, Missouri, Maryland, and Georgia have significantly broadened the scope of compensation. In the 1962 case in Georgia, the court ruled "that the loss of hearing was the cumulative effect of a succession of traumatic injuries suffered by each sound impulse in the air. The court allowed the claim and accepted the medical evidence presented whereby it was stated that a 51 per cent impairment represented a total loss of industrial use of the ear."

One of his listeners asked Sharrah "Since noise is something that has just recently become important as a compensable work injury, what do you recommend companies do to limit their liability—in all probability they have not given audiometric tests to workers, and so can't present proof that hearing loss isn't a result of work in their plant. Now, an employee comes up with less than normal hearing and a compensation claim. What do you do?"

Sharrah said the best defensive steps depend on the size of the company. In large corporations noise level surveys are being conducted, and these can furnish proof that exposures have been below permissible limits under the law. In little companies, "it is still likely they can afford audiometric readings. The real problem is in the 50 to 100 man operation—let's say a little foundry—obviously they can't have a staff person do readings and surveys. But, their insurance company will often offer services of this kind, as will certain state government agencies. Sometimes associations of such small shops or plants can provide noise measurement services."

In response to another question Sharrah pointed out that one of the benefits of pre-employment audiometric tests is identification of persons with subnormal hearing as being less likely to suffer *further* hearing loss than a person with acute hearing. "Such a person," Sharrah said, "is actually a better employee to put in a noisy operation. Certainly there is no ground for discriminating against the applicant with loss of hearing."

Dr. Aram Glorig, director of the Subcommittee on Noise Research Center, told the labor sessions that sometimes one of the best protectors against hearing loss is overlooked—that is, rest between exposures. If a worker is able to get away from a noisy environment periodically, he will give his hearing mechanism time to recover from temporary damage. When the ear has no time to recover from the temporary damage due to noise, the damage will become permanent and irreversible.

Glorig was not optimistic about the chances of engineering noises out of machinery to the point where it would not endanger hearing. "You can control noise in a drophammer, but no one can operate it when you get through," he said. He concluded that many noises can be controlled to a degree where they will not be nearly so damaging, but very few can be controlled so that there is *no* problem so far as hearing loss is concerned.

Seeking Ways To Motivate

HOW DO YOU MOTIVATE an employee to be safe?

Three practitioners in the research and application of motivational principles tackled that question in a special session that packed the Grand Ballroom of the Hilton Hotel.

Participating in the session, presided over by W. E. Stuffing, director of safety, Carrier Corp., were Richard O. Peterson, training research supervisor, American Telephone and Telegraph Co.; M. Scott Myers, director of development, Texas Instruments, Inc.; and Ingo Ingenhol, director, psychological services, Middle West Service Co.

While there was consensus that safety, as it relates to the individual worker, needed to be looked at "from the inside out," the three speakers differed considerably in their appraisals of what, if anything, could be done to enter into the needs and experiences of the worker and make him want to be safe.

According to Peterson, since safety is "asking something new of the worker, he must be convinced that the new material is worth learning." He noted the crucial role of "meaningfulness" in the learning process as it operates to help the employee see how a given safety measure relates to him and his job.

In pointing out the dangers of making a safety message too broad, Peterson called for a high degree of specificity in order to make the message "logical" to the worker in terms of his past experience.

He stressed the value in studying "near-accidents" as objective and nonthreatening sources of safety information, since "it's necessary to

demonstrate to the worker that the neglect of a safety practice is likely to jeopardize something that is important to *him*—such as his life, his health, or his job—before the practice, in itself, can become important."

Peterson suggested that workers might be required to keep records of safety practices related to their jobs as a means of "keeping safety at the forefront," at least during the critical learning period.

Citing the principles of reinforcement—in which a given act tends to be repeated, or not repeated, according to what happens immediately following — he stressed the importance of follow-up, in the form of supervisory praise or recognition for safe acts, as the backbone of a systematic and successful training program. "The nature and frequency of this follow-up must be suited to the scope of the safety program, the worker's particular job, his work setting, and, most importantly, to the worker himself," Peterson said.

Myers cast the supervisor in a similar reinforcing role and stated that he must provide both the conditions of motivation and the satisfaction of maintenance needs.

Since the conditions of motivation are task-centered, they depend on the supervisor's skill in planning and organizing work. Ideally, according to Myers, this planning and organization begins at the top, "to provide members at each succeeding organizational level with responsibilities, which in turn can be subdivided into meaningful chunks that challenge capabilities and satisfy aspirations."

It's also essential that supervisors satisfy their employees' maintenance needs, such as pay, supplemental benefits, supervision, working conditions, status, and job security, since these are basic to security and orientation.

Myers pointed out that "the satisfaction of orientation needs requires supervisors steeped in company lore, policies, procedures, and practices. The ability and willingness of supervisors to dispense information when requested meets a need seldom satisfied by handbooks and other written communications. Further, this information-dispensing role of the supervisor, served with friendly small talk, keeps communication channels open."

In order to be effective, this motivation-maintenance theory must find expression in the day-to-day behavior and decisions of supervisors, Myers stated. For supervisors with "a natural aptitude for effective supervision, motivation-maintenance theory offers additional insights and guidance for reinforcing and further developing leadership skills." For them, the theory finds almost immediate expression. For others, adopting and practicing this approach requires "an evolutionary process whereby 1) awareness, 2) understanding, 3) conviction, and, 4) habits are developed over a period of perhaps five years."

Since safe working conditions fall within the realm of maintenance needs, once these needs have been met, they would serve to reinforce supervisory efforts to motivate workers to be safe.

According to Ingenhol, the very fact of the vast improvement in safety conditions over the last half-century has served to lull the workers' concern for safety. Since there is no inner tension within the worker concerning his own safety, it's difficult for safety educators, such as supervisors, who lack deep attachments with the individual workers and must, therefore, approach safety needs "from the outside rather than the inside," to motivate workers to adopt safer work habits.

"We have, perhaps too long, sought the link between our high level and other people's apparent low level of motivation for safety in skillful communication and persuasion," Ingenhol stated. "We have spent much effort, research, money, and time in becoming better persuaders and better communicators. We have not only communicated, but we have written more on communication than anyone can ever hope to read.

"Perhaps the solution to motivating others to be safer does not lie in the media of communication and persuasion. Perhaps we can help to produce situations in which people will find for themselves the necessary needs, tensions, and drives to actually behave more safely on their own."

Congress Exposition: a Changing Scene

THE three exhibit areas at the Conrad Hilton Hotel were targets for nearly every delegate who came to the Chicago Congress. (In a stack of more than 400 questionnaires completed by a random sample of delegates we couldn't find event *one* who hadn't been or didn't intend to go.)

This year 1,500 exhibitors representing 247 firms (in 361 booths) and 41 educational interests traded ideas with more than 10,000 safety men, foremen, supervisors, line workers, labor officials, and government employees. These 10,000 men had four goals in the exhibition areas: 1) check new products, 2) collect product literature, 3) discuss prices and terms, and, 4) compare competing products.

We wondered what were the essential differences between the men engaged in this huge exchange of safety product information today and those pioneers who met on the same ground 40 years ago.

We looked up F. R. Davis Sr. and T. R. Claffy, of Davis Emergency Equipment Co., Inc., and W. H. Salisbury and Co., respectively. Both are among the dozen or so companies exhibiting back in 1923.

We asked them what significant changes they had noted in the business of making and selling safety





Industrial Conference Leaders — 1965

These men were named to guide Industrial Section activities in 1965

LEADERS of the 1965 National Safety Council Industrial Conference were elected at the 52nd National Safety Congress.

The Industrial Conference is divided into sections and committees — their activities are coordinated by a vice-president for industry, general chairman, chairman for sections, and chairman for committees. The separate sections and committees are grouped under vice-chairmen.

Vice-president for industry this year is J. S. Queener, manager, Safety and Fire Protection Div., E. I. du Pont de Nemours & Co., Inc., Wilmington, Del. General Chairman of the conference is G. L. Gorbell, manager, Safety and Fire Protection, Monsanto Co., St. Louis.

Chairman of Committees

H. S. McFarland, director, Personnel Services, General Motors Corp., Detroit.

Group Vice-Chairman of Committees — Group A

J. Radcliffe, safety director, Ford Motor Co., Detroit.

Committees under this grouping and their chairmen are:

Audio-Visual Aids

W. E. Stuffing, Carrier Corp., Syracuse, N. Y.

Training

H. Riefenstahl, safety director, Alpha Portland Cement Co., Easton, Pa.

Off the Job

V. J. Meyers, assistant superintendent, Medical Services and Safety, Western Electric Co., New York.

Standards

A. L. Cobb, director, Safety and Fire Protection, Eastman Kodak Co., Rochester Park Works, Rochester, N. Y.

Technical Publications

R. L. Moore, assistant secretary, Lumbermen's Mutual Casualty Co., Chicago.

Group Vice-Chairman of Committees — Group B

C. A. Allen, vice-president of engineering, American Mutual Liability Insurance Co., Wakefield, Mass.

Committees under this grouping and their chairmen are:

Contests and Awards

H. C. Daulton, chief supervisor, Loss and Damage Prevention, Louisville & Nashville Railroad Co., Louisville.

Physical Hazards

E. B. Landry, director of safety and health, U. S. Post Office Dept., Washington, D. C.

Occupational Health Hazards

F. W. Sands, U. S. Rubber Co., New York.

Research Projects

F. Dodson, assistant vice-president, Loss Prevention Dept., Liberty Mutual Insurance Co., Boston.

Associations

R. Hagopian, assistant manager, Accident Prevention Dept., Association of Casualty and Surety Companies, New York.

Occupational Health Nursing

Marie Wilzewske, R.N., Bethlehem Steel Co., Chicago.

Group Vice-Chairman of Committees — Group C

D. A. Farrell, director of safety, U. S. Steel Corp., Pittsburgh.

Committees under this grouping and their chairmen are:

Sectional Programs

H. Huntington, supervisor of safety, International Harvester Co., Chicago.

Subject Sessions

K. S. Hedges, safety director, General Motors Corp., Detroit.

Chairman of Sections

M. F. Biancardi, manager, Safety Services Dept., Allis-Chalmers Mfg. Co., Milwaukee.

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INDUSTRIAL CONFERENCE of the NATIONAL SAFETY COUNCIL 1964-1965

