



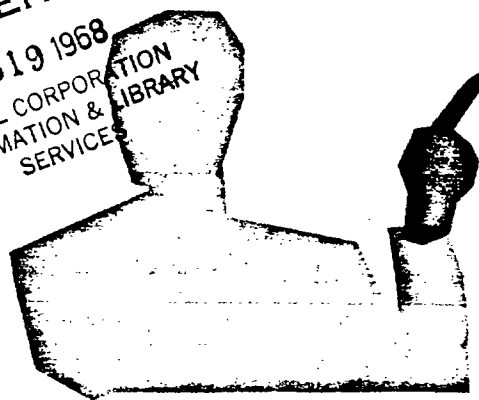
SAFETY IN INDUSTRY

INSTRUCTOR OUTLINE

U. S. DEPARTMENT OF LABOR SAFETY TRAINING PROGRAMS

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responsibility for safety

U. S. DEPARTMENT OF LABOR
W. Willard Wirtz, Secretary
BUREAU OF LABOR STANDARDS
Nelson M. Bortz, Director

Bulletin 283

ETC 00064

This instructor outline is one of a series developed by staff of the Office of Occupational Safety and the International Division, Bureau of Labor Standards.

The outline is intended only as a guide to standard presentation of the subject in sequence and basic content. Additional information, material, and illustrations should be included for a complete presentation suitable to the conditions, locality, industry, or occupational group.

This outline was revised in the Office of Occupational Safety by Walter V. Krull.

NOTE: American Standards Association name was changed to United States of America Standards Institute (USASI) August 1966. All American Standards now known as USA Standards (USAS).

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SAFETY TRAINING TECHNIQUES

It is of utmost importance that the instructor become acquainted with some of the basic training techniques in order to better prepare himself to conduct the course successfully.

Planning

1. The instructor should have such visual aids as are pertinent to the subject matter of the course. These should be set up in proper sequence. An indication or note on the instructor's outline could be very helpful as a guide that a particular visual aid should be used.

2. The course outline as well as the handout material and the visual aids should be checked at regular intervals. This should be done by the instructor in order to revise, improve, and modernize the course presentation. The material should also be checked to make sure that it conforms with policies of labor and management in the country where it will be presented.

3. The instructor's outline should be adapted by him to his particular method of presentation, keeping in mind that this is a discussion conference type of session.

4. The instructor would do well to get an advance list of the students that will participate and their positions and backgrounds. A study of such information could be very helpful to the instructor when he faces his class.

Preparation of Classroom

Many conferences and courses have failed simply because no preparation was made for the classroom facilities.

1. The classroom should be located in an area where there is the least amount of noise or distraction.

2. Good ventilation, lighting, and sufficient room are important aspects to consider.

3. The seating arrangement and seats should be comfortable as well as informal. A round-table seating arrangement is the most effective for discussion-conference sessions.

4. The room should be equipped with a good blackboard, sufficient chalk, and a clean eraser. A stand should be available for mounting the charts and visual aids to be used during the conference. A 35-mm. slide projector should be available.

Teaching

1. An official of the organization should open the first session with a statement regarding the general objectives of the course. He then should introduce the instructor to give him the proper posture in relation to the group he will teach.

2. At the first session, the instructor should open with an explanation of the course objectives and its method of presentation. At this time, he should draw upon his experiences to relate an illustrative incident that will bring him in closer relationship with the group and, at the same time, enable him to introduce the theme of the first session.

3. The course should be presented by employing the discussion-conference method.

4. The instructor should have the class follow a predetermined schedule and maintain order at all times. Only one participant should be permitted to give his viewpoint at a time. The instructor should keep the class discussion within the subject matter as contained in the instructor's outline.

5. If possible, an official should be asked to speak at the termination of the course.

Tips for Instructors

Learning is actually the acquisition of new ideas, abilities, and skills acquired through the senses of hearing, seeing, and feeling by touch.

1. New ideas are conveyed through the presentation of knowledge, and thought is stimulated through the student's sense of hearing.

Abilities and skills are presented through the media of telling, demonstrating, and having students demonstrate under the supervision of the instructor. Students acquire abilities and skills via the senses of hearing, seeing, and feeling by touch.

2. An important aspect of teaching is to remember that the student absorbs more when he participates in a discussion. The instructor therefore strives to get 100-percent class participation.

3. The instructor should become aware of outstanding characteristics of his students. This could be very helpful when leading discussions. For example:

- A. Some may be more mature.
- B. Some may have a knowledge of safety.
- C. Some may have actual experience to draw on in the discussion.
- D. Some may have a faster learning speed than others.

- E. Some may be "stallers" who can slow down the discussion.
 - F. Others may be aggressive and want to monopolize the discussion.
 - G. There may be a "know-it-all" in the group who must be properly controlled.
 - H. Some may be constant latecomers who ask questions about previous discussions and delay the class.
4. The teaching process consists of:
- A. Telling—this means giving background information to introduce a subject.
 - B. Showing—a demonstration of some equipment pertaining to the subject to be discussed is very impressive.
 - C. Illustrating—using charts, blackboard, slide, or films are very helpful to highlight specific points in the discussion.
 - D. Discussion conference—the participation of the students in formulating their thinking about the subject under discussion is fundamental to getting the most out of the session.
 - E. Conclusions—the instructor's summation of the session should knit together the points discussed during the session, and should include other important details that may have been overlooked by the group.
 - F. Questions—during the session, the instructor should use questions to stimulate discussion, and also to help bring the discussion back to the subject matter if it has strayed.

Guest Instructors

It is necessary that the instructor be granted full responsibility for conduct of the class; at times, however, he may wish to call in an expert in a particular field as a guest instructor (or lecturer). In such event, it is essential that the instructor maintain control of the course.

The instructor must tie in the work of the guest instructor with the balance of the course; he must outline the phase of the subject to be covered by the guest and satisfy himself that the guest limits himself to the field as outlined; he should summarize the guest's contribution, pointing out its relative importance in the field of accident prevention. While the use of a few guest instructors (properly utilized) can add to the effectiveness of the course, a series of "lecturers" whose topics are not correlated will inevitably result in confusion.

It is recommended that "guest experts" be used only for *supplementary* training, and not to replace even part of this course which should be taught by *one instructor*.

RESPONSIBILITY FOR SAFETY

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Responsibility for Safety

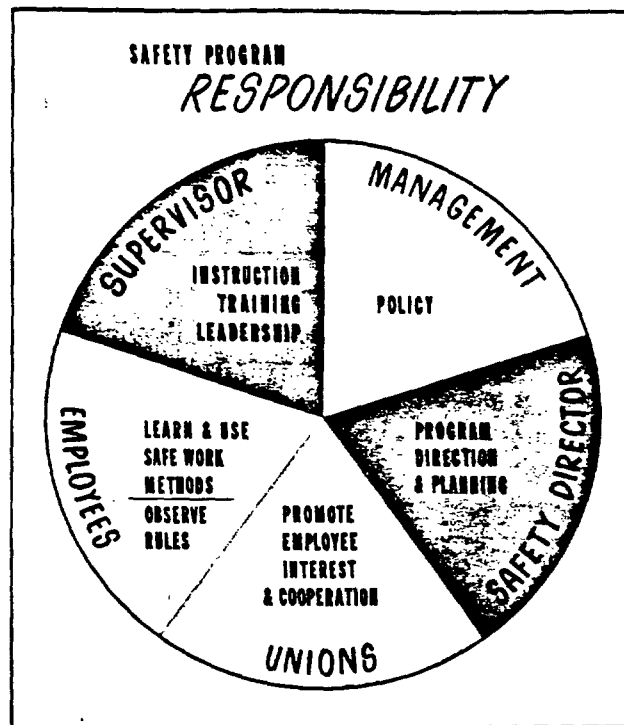


CHART 1—SERIES B

OBJECTIVES	To establish an awareness and an appreciation of the <i>responsibilities</i> for a safety program. To develop the various levels of responsibility and to introduce the organization and administration of a safety program.
WHAT IS RESPONSIBILITY	Responsibility means: 1. Accepting the importance of the job we do. Work we value is the only work that is valuable. 2. Seeing things from a point of view great enough to include the people and the organization around us. 3. Taking criticism as it is intended; an attempt to improve the quality of our efforts without disparaging us. 4. Accepting the little, essential disciplines that go with any team operation—punctuality, neatness, safety. 5. Realizing that the situation at work is like the situation at home—everything we do affects someone.

	6. Accepting problems and difficulties as a normal part of the job. If we had no problems we would win no victories; without victories, life would be rather drab. For every result, there is a man who has borne responsibility.
WHO IS RESPONSIBLE	It's easy to say "everybody is responsible." "Everybody" is "people"—people are unpredictable. Everybody's business is nobody's business.

Fixing Responsibility

On blackboard, lay out one column at a time, as shown below. Draw from the class as many responsibilities as possible in each category and discuss each item (starting with Top Management through Employee).

TOP MANAGEMENT OR HEAD OF ORGANIZATION	Sets policy. Takes lead in establishing sound safety practices. Provides safe workplace. Provides safe methods. Provides funds for personnel. Provides protective equipment. Makes equipment changes to meet safety standards. Fixes responsibility for safety and defines authority. Sponsors safety campaigns and publicity. Establishes system of reporting.
SAFETY ENGINEER	Acts as technical adviser in initiating and maintaining safety program. Helps to develop safety work methods. Helps to promote safety consciousness. Advises management at all levels on safety matters. Makes overall safety inspections. Assists safety committees in programs and in making detailed safety inspections. Assists in determining type of safety equipment to be used. Assists in developing plant layout and proper guarding. Maintains controls to show safety conditions in plant. Organizes and gives technical assistance.

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SUPERVISOR	Makes safety inspections. Trains workers in safe work habits. Guides attitudes of employees. Enlists cooperation of workers. Prepares accident reports. Conducts investigation of accidents. Takes action where possible to remove cause or refers to higher authority for action. Conducts group safety meetings. Seeks safe operating conditions on a continuing basis. Makes safety a continuing part of his day-to-day supervisory activities. Corrects or initiates action to correct unsafe working conditions and/or unsafe work habits.
UNION	Assists by joint committees for cooperation. Recognizes management responsibility for safety and cooperates in accomplishing aim. Furnishes men trained in safety to cooperate. Lends support to safety program. Encourages workmen to conform to established safety rules and safe work practices.
EMPLOYEE	Observes safety rules. Reports unsafe conditions. Reports near-misses. Makes safety suggestions. Reports all injuries. Serves on safety committees. Takes new employees under wing.

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ACCEPTANCE OF RESPONSIBILITIES	It becomes clear when you study the chart that each person has a part in program acceptance of responsibilities essential to the success of the program.
TEAMWORK REQUIRED	No one person or one group can do it alone. Each group must accept and carry out its share.
BREAK IN RESPONSIBILITY	If any one line of responsibility breaks down, the program fails.
RESPONSIBILITIES AFFECTED BY ATTITUDES	Attitudes at all levels affect acceptance of responsibilities.
MAIN ATTITUDES SHAPED AT TOP	Good effective leadership at the top works down the line with delegation of policy and the goals of management.
ESTABLISH AND COMMUNICATE TOP MANAGEMENT'S ATTITUDE	For a full acceptance of responsibility, this attitude must be established by and communicated to all levels.
TOP MANAGEMENT CONSTANTLY EVALUATES PROGRAM	An acceptance of responsibilities where delegated by top management should be constantly evaluated.
MUST TAKE ACTION	When improvements or a program is not being carried out, management must say so, plainly and effectively. Management should also record all improvements being made.
DIRECT APPROACH	The direct approach requires direct control and line of communication. Foremen, supervisors, plant managers, superintendents should answer directly to top management for the success or failure of the program.
LEGAL RESPONSIBILITY	Responsibilities have many aspects. One of these is a legal responsibility shaped by codes, statutes, and laws.

STATE LAWS	State laws provide for many of the responsibilities, as shown in the chart previously discussed. Legal liabilities sometimes inflict heavy damages which affect the solvency and ability of a business to carry on.
MORAL RESPONSIBILITY; HUMAN CONSCIENCE; MORAL, SOCIAL, ETHICAL CONCEPTS	Human conscience rebels against needless suffering, sorrow, pain, loss of life, body function. Everyone has responsibility to stop injury because of moral, social, ethical concepts.
RESPONSIBILITY TO PUBLIC	Every person has a responsibility to the public which is inherent in the areas surrounding the work.
EXAMPLE:	Construction job—sidewalks, streets, pollution of atmosphere.
PATRIOTIC RESPONSIBILITY	People and their skills are the two greatest natural resources. Accidents impair these resources.

Through discussion, establish that for best results, top management should accept full responsibility for all programs and should give a good share of its attention to their development, just as it does to other undertakings of vital importance. Management should show a willingness to provide a safe and healthful place to work.

MANAGEMENT	Management must set the policy for an accident prevention program. Supervisors as well as workers should realize that they are responsible for the success of the program. Management should designate a responsible person to be in charge of the safety program. The safety program should be a continuing function and should have the active support and backing of management.
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Point out that management should give particular attention to the following:

1. Safeguarding machinery.
2. Providing safe methods, tools, and equipment.
3. Providing funds for protective equipment.
4. Training of supervisors and workers.

SAFETY DIRECTOR

To be effective, the safety director should act as technical advisor in initiating and maintaining a safety program. He should promote safety consciousness and stimulate supervisors and workers to cooperate in reducing accidents. Specifically, he should advise in the development of safe work methods, improvement in plant layout, and machine guarding. He should assist in the formation of safety committees and should guide their activities.

SUPERVISORS

Probably the most important duty of the foreman is the continuous training and supervision in safe work habits of the workers under his direction. He should always listen to and enlist the cooperation of the workers. He should make safety a continuing part of his day-to-day activities and should make every trip through his department a safety inspection, looking for unsafe conditions and unsafe practices to correct. He should investigate all accidents and should correct all unsafe conditions and unsafe practices possible, referring to higher authority for action all those beyond the scope of his authority.

UNIONS

Union members can assist plant safety programs through membership on joint committees. They can also assist by recognizing management's responsibility for safety and lending support to the safety program by encouraging their members to conform to established safety rules and safe work practices.

EMPLOYEES	Employees assist by: - Observing rules and regulations. - Reporting unsafe conditions. - Reporting near-accidents and no-injury accidents. - Reporting all injuries, no matter how slight. - Serving on safety committees. - Making safety suggestions. - Taking new employees under their wing.
METHODS OF ORGANIZING	Procedures for setting up a safety organization follow—including the responsibilities of management, the safety group, and the workers. Modifications of this program could be used in small plants and in scattered operations of Government—Federal, State, or local.
ORGANIZING THE SAFETY PROGRAM	Safety organization is a method employed by management to assign responsibility for accident prevention and to insure performance under that responsibility. Analysis of successful safety programs invariably shows that they are built around the seven basic elements, as shown in the following two charts. The elements or principles of accident prevention are the same in any industry and in any plant, large or small. Therefore, while there is wide variation in the methods used in individual organizations, each incorporates most, if not all, of the seven basic elements.

**BASIC ELEMENTS OF
SAFETY ORGANIZATION**

Management leadership.

Assignment of responsibility.

Maintenance of safe working conditions.

Establishment of safety training.

CHART 2—SERIES B

MANAGEMENT ATTITUDE	Top management's attitude toward accident prevention in an industry or plant is almost invariably reflected in the attitude of the supervisory force. Similarly, the worker's attitude is influenced by that of his supervisor. Thus, if the top executive is not genuinely interested in preventing accidents and injuries, no one else is likely to be. Since this basic fact applies to every level of management and supervision, an accident control program must result from top management's announced and demonstrated interest if employee cooperation and participation are to be obtained.
EXECUTIVE CONTROL	The details for carrying out an accident prevention program may be assigned, but the <i>responsibility</i> for the basic policy cannot be delegated. At the beginning, control of work injuries and accidents requires close executive attention because it is generally a new activity or procedure with which no one is completely familiar. Consequently, the overall policy should state clearly the objectives to be achieved.
MANAGEMENT STATEMENT OF POLICY	To initiate the program, management should issue a clear-cut statement of policy for the guidance of officials, supervisors, and employees. Such a statement of policy would indicate management's viewpoint in principle and should cover the basic elements. Unless the details of the program are included in the statement of policy, management should announce them to the entire working force through meetings, letters, bulletins, or announcements.

**SAFETY-70,
FEDERAL
GOVERNMENT**

SAFETY POLICY FOR THE FEDERAL SERVICE

"It is the policy of the Federal Government to so administer its programs that each employee works in safe and healthful conditions, free from accidents.

"Americans have always placed the highest value on human life, in accord with our concept of the worth of every individual. As the public repository of our social ideals, government has a direct obligation to express our regard for human life in every measure necessary to safeguard and protect it.

"Americans also place a high value on efficiency and economy. As this country's largest single employer, the Federal Government has a continuing duty to prevent needless waste.

"The policy of this Government, then, is both humanitarian and practical.

"It safeguards and conserves manpower.

"It reduces the cost of injuries and eliminates the waste of materials.

"It is a basic element in sound and prudent management.

"I am not unmindful of the progress achieved by many Federal agencies in the prevention of accidents.

"Yet, while much has been accomplished, much remains to be done.

"There remain wide disparities in safety performance among agencies. This disparity can be eliminated if each agency will administer its safety program in accordance with the needs to be met and the hazards that are encountered. Often the most dangerous occupations have the best safety records.

"Further improvement in the safety record of individual agencies as well as of the Federal Government as a whole must be attained.

"Accordingly, I request the heads of all departments and agencies to review carefully and critically their safety policies and programs. Constant vigilance, effective action, and sustained effort for improved performance are required. Executive and supervisory leadership must be provided. The cooperation and support of employee organizations is essential. Each Federal worker must likewise seek constantly to avoid accidents to himself and others.

"Our objective is the fullest protection for our civilian and military personnel on and off duty and for all who visit Federal buildings, installations, parks, forests and other facilities. To advance these goals the Federal Government will cooperate with State and local governments, management, labor, and safety organizations in developing and applying safety standards responsive to changing conditions and the pace of technological progress.

	"Each department and agency head shall take appropriate steps to implement this directive on a continuing basis. The Secretary of Labor to the extent feasible will provide assistance through the Federal Safety Council and its field councils. He will also keep me advised of each agency's progress. "The toll of injuries and the cost of accidents must be reduced again and again." /s/ LYNDON B. JOHNSON
MANAGEMENT'S RESPONSIBILITY	Management's responsibility for the safety program does not end with the establishment of the safety organization and approval of its activities. Executives must take the lead in keeping interest alive by: 1. Reviewing and acting upon safety records. 2. Acting on good or bad departmental safety records through personal interviews with department heads. 3. Demonstrating interest through preparing letters for bulletin boards and discussing the accident record with all employees. 4. Setting a good example. 5. Regular attendance at safety meetings.
ASSIGNMENT OF RESPONSIBILITIES	Safety departments or activities, as any other phase of business, must have leadership and guidance. It is of paramount importance, therefore, that management definitely assign full responsibility for the safety activities to one responsible individual. In some instances, safety is placed under the direction of an individual without official status. This shows lack of interest on the part of management. The safety organization has little chance to function effectively under such an arrangement.
MAINTENANCE OF SAFE WORKING CONDITIONS	Whatever the title, the head safety man should be responsible for solving two principal problems: 1. How to remove physical hazards. 2. How to substitute safe practices for unsafe practices of employees. Accident prevention must deal with these two distinctly separate problems, because accidents involve machines, equipment, and working conditions which are hazardous, or they involve personnel who act in an unsafe manner, or both. A fine safety engineering job can be wasted if it is not accompanied by successful training and by persuading employees to use safe procedures. Similarly, the most impressive "relations" program will fail if employees feel that the company wants to reduce accidents only if the cost is nominal. Safety personnel should be selected so that both jobs are well handled.

**BASIC REQUIRMENTS OF
SAFETY ORGANIZATION**

An accident record system.

Medical and first-aid system.

Acceptance of personal responsibility by employees.

CHART 3—SERIES B

ACCIDENT RECORD SYSTEM	Maintaining a good accident record system entails making necessary reports, personal investigations of fatal or serious accidents, and staff investigations which include securing supervisors' reports to check corrective action taken by them to eliminate accident causes.
MEDICAL AND FIRST AID	Medical and first-aid services include placement examinations, treatment of injuries, all first-aid services, and periodic health examinations. Correlating these various factors with the medical department to insure proper selection and placement of employees is an important consideration in preventive measures.
METHODS FOR CREATING INTEREST	Maintaining the interest of workers should be the responsibility of the foreman and other supervisors. To the worker, they are management. Most of the thoughts and plans of executives should sift down to the workers through their foreman. Safety should be intimately related to each employee's temperament and attitude toward his work and toward management. The foreman is indispensable to good safety work. Seldom is a foreman hired solely on the basis of his attitude toward safety; consequently, it becomes the problem of enlisting the foreman's interest in it.

**IDENTIFY
SAFETY WITH
PRODUCTION**

Few better methods for creating interest in safety in all ranks of supervision can be found than one which persuades the chief executive of a plant to start a safety program in the first place; the identification of safety with efficiency and production, that accident losses hurt the showing of the department and the foreman, should be made clear to him.

**TRAINING
EMPLOYEES**

No matter how well safety is engineered into a plant or job, much of the employees' safety depends upon their own conduct. Some people work safely in dangerous surroundings, while others have accidents on jobs that seem quite safe. Controlling people, then, is a necessary part of a successful accident prevention program.

Employee training begins the day he starts work. Whether or not the agency or company has a formal induction program, the employee starts to learn about his job and to form attitudes about many things, including safety, the first day.

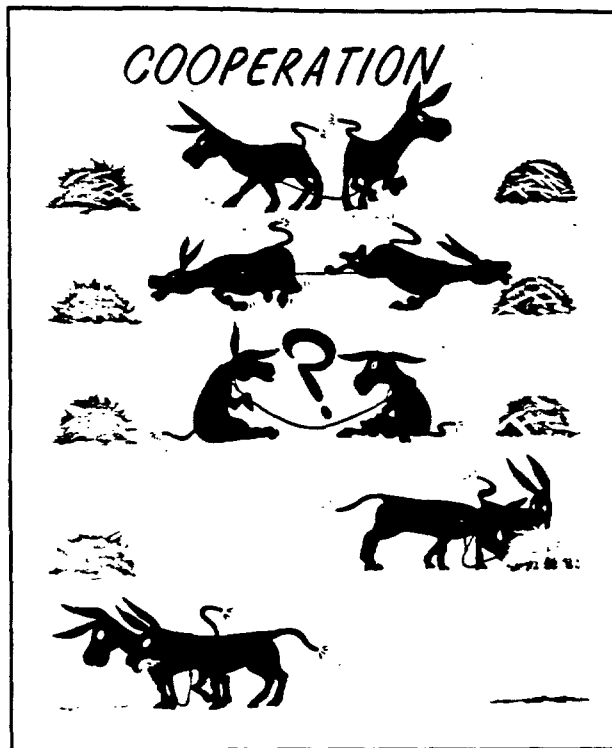


CHART 4—SERIES B

COOPERATION

Teamwork is required. Neither management nor workers can accomplish the safety job alone. Each has his responsibility and must accept and carry his share. If each pursues his own "interests" without regard for the interests of others, the program will fail. If both "get together" and discuss the problem of accidents and their effect on production, morale, and earnings, each may see the mutual benefits of willing participation and wholehearted cooperation.

Attitudes at all levels affect acceptance of these responsibilities. When understanding has been reached to the mutual interests of everyone in the company, and when *they* accept responsibility for the success of the accident prevention program, then the program will succeed.

The main attitude is formed at the top by management which must show, by its actions, that it is sincere and wants to do something effective about the problem. Good, effective, leadership works down through delegation of policy.

Summarize by establishing agreement among class members that "all responsibilities must be fully accepted." On blackboard, state:

1. Accident prevention is an operational function.
2. Accidents are evidence of operational failure.

Distribute occupational safety aid, "Supervisory Responsibility For Safety," and hand out "Responsibility For Accident Control."



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SUPERVISORY RESPONSIBILITY FOR SAFETY

The SUPERVISOR is in a key position in the organizational structure to carry out management's safety policy and to prevent injuries to workers. While the importance of this part of the SUPERVISOR'S job depends upon how much it is stressed by management, a conscientious SUPERVISOR is always aware of his duty to keep the employees under his direction from harm and injury.

In order that a SUPERVISOR may be most effective in maintaining safe conditions and promoting safe work methods, there are a number of details of the safety program which he should know.

THE SUPERVISOR SHOULD KNOW

1. What the safety policy is, and what it specifies as to his responsibility and authority.
2. What his total responsibilities are and how he is expected to integrate safety with them: which areas, operations, machines, personnel he directs; what is to be done about maintenance and repairs, working conditions, provision of guards and protective devices.
3. What he is to do about determining qualifications of workers in his area; what disciplinary action is permitted, and under what circumstances.
4. Who is to instruct and train workers in safety, first aid, and fire prevention and protection.
5. What the safe work methods are for each job, and where information about them is obtainable.
6. What safety devices and personal protective equipment are to be used on each job, and procedures for making them available.
7. What his relationship is to be with the safety committee.
8. What commitments he may make to correct unsafe conditions and the cost limit below which he does not need additional authority.
9. What to do in case of accident: first aid, calling doctor, ambulance, hospital—notifying relatives of injured person.
10. What reports are required—inspection, accident, accident investigation, corrective actions taken.

HOW TO SUPERVISE FOR SAFETY

PLANNING



*The SUPERVISOR must look ahead to anticipate potential hazards and take preventive measures. He should be on the lookout for suggestions from both management and employees. He must plan for safety as for any other part of his job.

JOB INSTRUCTION



*Job safety instruction is one of the most important parts of supervision. Personal, point-by-point demonstrations of the operations of machinery and tools are insurance that money cannot buy. Tell them, show them. . .and keep showing them.

MORALE



*Good morale and proper attitudes on the part of employees back up every safety effort, even when the SUPERVISOR is busy with other matters. The SUPERVISOR develops safety attitudes in employees so they will work safely, even in his absence.

PRODUCTION



*Organizing the work makes it many times easier. Safety is a big responsibility, and much of it can be broken down into manageable parts. For example:

Efficiency

An efficient operation is one which gets out the most production at the lowest cost. Wherever unsafe conditions or unsafe work methods require workers to pay less attention to production because they must spend more time trying not to be injured, or where an accident occurs, the operation is that much less efficient. A safe operation is an efficient operation. The SUPERVISOR should make certain that every employee knows this.

Good Housekeeping

The SUPERVISOR can maintain safe, good housekeeping only if he enlists the cooperation of all employees.

Safe Conditions

By discussing safety with the workers, the SUPERVISOR can get their cooperation, ideas, and aid in making conditions safe—and keeping them that way.

Safety Attitude

One of the most difficult safety activities for the SUPERVISOR is the development and maintenance of a good safety attitude in all employees. This requires tact, psychology, teaching, selling, diplomacy, discipline, and example. A worker without a good safety attitude can have an accident in an "accident proof" operation.

The good SUPERVISOR learns all the angles of creating safety attitudes and uses them continually.

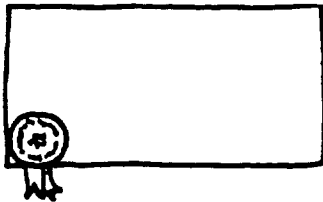
SUPERVISOR PROVIDES BALANCE

A balanced program of morale building, training, and example on the part of the supervisor, is superior to undue reliance on devices, mottoes, or committees, or any single aspect of the program.

To summarize: The supervisor has a dual responsibility to management and employees alike. He coordinates their efforts for safety, and looks to both groups for action as well as suggestions and complaints. He can make his work much easier and effective by:

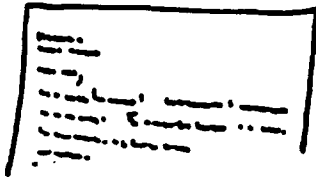
1. Planning for safety.
2. Conducting demonstrations of safe job practices.
3. Establishing the proper attitude for safety.
4. Organizing his own factfinding efforts, cooperating with employee committees, and with supervisory committees.
5. Regularly checking working conditions against safety standards.
6. Showing good example himself in safety precautions and using safety equipment.
7. Keeping up with new developments in safety, through study of bulletins and publications on safety practices.

HOW SAFETY PAYS OFF FOR THE SUPERVISOR



SAFETY IS A JOB WELL DONE

When the job is completed, there's a certain pride in knowing that it's a "perfect package." No matter what the job is, safe performance is the mark of the professional.



SAFETY IS A TOP RECOMMENDATION

A letter of recommendation:

For a promotion to a new job, safety is a good reference! Your employer knows the economic value of safety. Your fellow workers respect a conscientious supervisor. It all depends on the qualities which your safety record indicates.



SAFETY IS MONEY IN THE BANK

\$\$

Because safety means less down-time, smoother production, fewer claims, less damage, lower insurance rates, your employer makes more money with a safety-minded supervisor. Such a supervisor makes more money as a direct result!

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EIGHTEEN WAYS
A GOOD SUPERVISOR
PUTS SAFETY TO WORK

1. Takes the initiative in telling management about ideas for safer layout of equipment, tools, and processes.
2. Is a professional when it comes to taking care of equipment and keeping it safe.
3. Knows the value of machine guards and makes sure that proper guards are provided and used.
4. Takes pride in knowing how to use his equipment safely.
5. Takes charge of operations that are not routine to make certain that safety precautions are determined and observed.
6. Arranges for adequate storage and enforces good housekeeping.
7. Knows what materials are hazardous and how to handle them safely.
8. Becomes an expert on waste disposal for good housekeeping and fire protection.
9. Keeps his eyes open for the employee who may be a safer worker in another job.
10. Continues to "talk safety" and impress safety on his men.
11. Works with every man under him without favoritism, and helps them work together.
12. Establishes good relations with union stewards and with the safety committee.
13. Sets the example in safety.
14. Uses judgment in criticizing or praising, and knows the value of public praise.
15. Not only explains how to do a job, but shows how, and observes to insure it continues to be done safely.
16. Studies the seemingly unimportant accidents and takes corrective measures.
17. Keeps everyone informed of the safety policy.
18. Knows what personal protective equipment is necessary on each job and sees that such equipment is used.

CHECK YOURSELF!

Responsibility for Accident Control

The industrial accident problem is of such proportions as to demand nothing less than an "all-out" or "crash" program to drastically reduce accidents and injuries resulting therefrom.

If these injuries were resulting from a disease epidemic or other similar health hazard the hue and cry would create such an uncomfortable situation for the various authorities that it could not long be ignored.

As the situation now stands we go along from year to year barely able to keep the problem from becoming worse. Each slight improvement has to be minutely scrutinized to determine if it is indeed progress or merely a minor variation which will disappear with the next reports.

In order to make any significant reduction in this large volume of accidents and injuries requires genuine participation at all levels of:

- (1) Government—Federal, State, and local.
- (2) Management.
- (3) Labor.
- (4) The individual worker.

Government

Various governmental agencies can and should do much more in the nationwide program to reduce industrial injuries. This can be accomplished only by a detailed and coordinated large scale drive. It can be successful only when each group having an interest in the problem fulfills its responsibilities in carrying out a continuous drive.

Since governmental functions vary there can be no standard pattern for each level. We shall, therefore, deal with each of the three levels enumerated above.

Federal Government

It should be the main function of the Federal Government to assist, coordinate and add to the efforts of the State and local governments. It is not the function of the Federal agencies to take over the actual administration of accident prevention in the States. The Federal Government can best serve in the following manner:

- a. Provide competent safety technicians and technical assistance to the various State and local governments.
- b. Provide leadership in the field of research; collect and make available information on a national scale.
- c. Maintain agencies to assist and work with national organizations representing both management and labor to bring about improved production and working conditions.
- b. Provide leadership in the field of research; collect and make available information health of this Nation's work force, and assist the States to improve their safety administration.
- e. Provide for safety and health education services which will be available to the various State agencies and to industry and labor.
- f. Assist in coordinating the activities of the States so that the experiences and

methods developed by the various States are readily available to each other, to industry and to labor and to the public.

- g. Provide leadership to promote the designing production of safer machines, equipment, and procedures.
- h. Cooperate with international safety and health organizations, and with all other agencies engaged in the promotion of accident prevention on a national, State, or local level.
- i. Carry out its legal responsibilities under the laws designating responsibilities for safety in longshoring and ship repair operations, coal mining, interstate commerce, and certain manufacturing under Federal contracts.

State Governments

The "enabling acts" of the various States vary, but each has one common denominator. In each, the State has asserted that it has the right to demand that places of employment be safe and healthful environments in which to work.

To carry out this mandate certain agencies have been set up with appropriate authority to develop standards and codes and to administer these, to encourage and if necessary enforce compliance therewith. In this respect a minimum service to be provided for all industrial establishments of each State by the appropriate department of the State Government would appear to be:

- a. Establishment of adequate standards and codes for the protection of all workers.
- b. Provision for a safety and health inspection service by competent persons who will visit industrial establishments frequently to adequately administer the provisions of the codes and standards of the State.
- c. Provide an adequate staff of competent safety technicians and engineers to render needed consultative assistance to industry. This is particularly important to the smaller firms. The service must include industrial hygiene, fire protection and protection against disaster producing hazards.
- d. Educational programs for safety and health; training for supervisors; members of safety committees and employees of the industrial firms of the State.
- e. Preparation and distribution of educational and technical material for industry. Such materials might consist of posters, statistical information, technical bulletins, safety codes and regulations and materials for the use of safety committees. It is not envisioned that these would duplicate or supplant those already used by insurance firms, trade associations, or other groups.

Local Governments

In general, the safety programs under the jurisdiction of local governments are limited. These should be confined to those problems which are peculiar to the city, town or county or to the fact that the problem is created by the congestion of population within that small area.

In the main, the activity of local governments should relate the regulations on buildings, boilers, elevators, electrical installations, plumbing, smoke and air pollution, noise, fire and explosion hazards and waste disposal measure.

Management

Safety primarily is the legal and moral obligation of the employer. The employer must have a sincere and continuing interest in providing for the safety of his employees. This interest is demonstrated by:

- a. The initiation of a sound safety program with the policies, procedures and staff necessary to make it effective.
- b. The provision of safe working conditions, machinery and equipment; providing for protective measures which are adequately maintained.
- c. The provision of adequate personal protective devices and apparel when necessary.
- d. The development of effective training programs for their supervisors and for the other employees.
- e. The setting up of the proper atmosphere which will lead to the encouragement of employee interest and participation by making available channels through which employees may offer suggestions, advice and recommendations for the improvement of safety and health.

Organized Labor

The welfare of the employee places upon the labor union a moral obligation to cooperate in accident prevention within the framework of its agreed-upon participation. This is demonstrated by:

- a. Recognizing that management must have the authority necessary to carry out its responsibility.
- b. Establishing a sound policy and definite program of accident prevention. Nothing must be allowed to stand in the way of effective accident prevention.
- c. Insisting that management live up to its safety and health obligations. At the same time not using safety as a lever to obtain other objectives at the sacrifice of true safety.
- d. Taking no steps which would tend to create confusion and uncertainty as to management's authority and responsibility for safety and health.
- e. Using its influence to encourage the employees it represents to work safely.
- f. Promoting accident prevention through its publications, union meetings and educational programs, with emphasis not only on plant safety but also with due regard to safety in the home, on the highway, and in other activities outside the plant.
- g. Preparing competent safety representatives to take part in joint labor-management accident prevention activities through a planned safety training program.

The Worker

Cooperation in the safety program is the moral obligation of each individual employee. This is demonstrated by:

- a. Working safely at his job. The conscientious safety-minded worker abides by safety rules and regulations and does not take "shortcuts" or use unsafe practices.

- b. Having regard at all times for the safety of his fellow workers and others about him.
- c. Using his influence and knowledge to prevent accidents.
- d. Calling prompt attention to unsafe conditions.
- e. Contributing his ideas, suggestions and recommendations for the improvement of safety to proper agencies.
- f. Allying himself with the various agencies in his community engaged in promoting safety.

Organized Labor Policy

Adequate accident prevention programs demand certain definite policy decisions from labor. Among the elements which must be included are:

- a. Organized labor must show its recognition of its safety responsibility by establishment of:
 - 1. A Safety and Health Division headed by a full time Safety Engineer with a competent staff and with enough delegated authority to carry out the job assigned.
 - 2. A minimum allowance for this task would seem to dictate a competent Safety Engineer for AFL-CIO as a whole; and one for each international union; the latter to coordinate their activities with AFL-CIO but not be subordinate thereto.
 - 3. Creation of a division for statistical research into the causes of accidents, adequate remedies and to the effects of accidents and injuries on the health and welfare of workers. (At present labor has only the reports of management and government on these matters.)
- b. A determined campaign for adequate safety and health clauses in all negotiated contracts. These should be made sufficiently specific. Joint Labor-Management Safety and Health Committees should be set as a minimum goal.
- c. Promotion of effective legislation and administrative bodies both in Federal and State Government as well as familiarity with existing legislation and its weaknesses.
- d. Promotion of improved apprenticeship programs to include safety as a basis of achievement for graduation.
- e. Improvement of a cooperative relationship between labor and the safety departments of the various governments—municipal, county, and State.