As an example of the effectiveness of training, let me tell you something of the programs of my own company, the Westinghouse Electric Corporation.

### Basic Consideration

1. In hiring, the worker is carefully screened to apply the man to the job.
2. A fundamental part of job instruction is along the line of personal orientation and safety.
3. A comprehensive supervisory training program is in effect.

The philosophy stressed is: *Company and employee must have the same objective and pull together—toward the same common good—with safe and efficient operation.* We stress the fact that *people are creatures of feeling and emotion.*

Our supervisors' training program covers thirteen subjects relative to company policies, cost control, production planning, organizational set-up, etc.

Six of the thirteen items deal directly with problems having to do with human behavior which results in safe workers. These six subjects are:

1. Management responsibilities.
2. Understanding people.
3. Employee training.
4. Accident prevention.
5. Attitudes are important.
6. Motivating employees.

As an example of how these subjects are presented, the following is a brief summary of management responsibilities. As it is developed, again you will note the emphasis placed on the "worker as a creator of feeling and emotion."

1. How people differ as to:
   - Intelligence
   - Interest
   - Habits
   - Temperament
   - Mental health
   - Aptitudes
2. Components of personality and temperament as indicated by:
   - Sociability
   - Depressiveness
   - Shyness
   - Aggressiveness
   - Self Control
   - Selfishness
3. Self Interest as shown by:
   - Success, regardless of price
   - Gambling to win
   - Criminal tendencies
   - Lack of sense of fair play
   - Material interest

Other main subdivisions:

- Nature of self control
- Emotions
- Your ups and downs
- Tendency to retreat from reality
- Temperament combination
- Discipline and criticism
- Praise (according to temperament)
- Individual motivation
- Grievances (emotional kind)

You might ask, does this program pay off? During the past five years Westinghouse employment has more than doubled with many new plant locations, which means a terrific job of training. The results tabulated below, however, tell the story.

**Injury Experience—Westinghouse Plants**

| Year | Frequency | Severity |
|---|---|---|
| 1947 | 4.0 | .63 |
| 1948 | 3.8 | .51 |
| 1949 | 3.5 | .37 |
| 1950 | 3.3 | .40 |
| 1951 | 3.4 | .43 |
| 1952 (1st 6 Mo.) | 2.6 | .27 |

**Kansas City Aviation Gas Turbine Plant**
**(Put in Operation 1949)**

| Year | Frequency | Severity |
|---|---|---|
| 1949 | 12.0 | 7.9 |
| 1950 | 2.38 | 1.2 |
| 1951 | 2.09 | .96 |
| 1952 (1st 6 Mo.) | 1.3 | .25 |

The Kansas City personnel was recruited from people with either limited or no industrial experience, and our training in this plant has been most intensive.

As a conclusion to methods, since approximately 90 per cent of accident cause is failure of the individual—your training program, to be effective, must have full support of top management, it must deal with the characteristics of people and it must be presented with the proper appeal.

### Prestige

Your profession as "Safety Engineers" is comparatively new, and as such has not gained the prestige needed.