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MONDAY AFTERNOON SESSION October 5, 1936

The Session was called to order by General Chairman C. T. Winegar, Chrysler Corporation, Detroit, Mich., who presided, introducing the speakers:

What Makes a Safety Program Effective

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An adequate program of industrial safety cannot be established and successfully maintained without a comprehensive study of company policies, practices, equipment, and personnel, and a subsequent adjustment of such factors to conform to desirable standards.

In many cases safety programs have failed to function effectively because company policies (1) were so limited in scope as to be quite inadequate and too often have been treated as matters of expediency, (2) were confusing to line or staff officers because delegated authority and responsibility were not definitely defined and allocated, and (3) were seldom properly transmitted to all employees in well written, easily understood language.

Too often a subordinate officer who was interested in enlarging his sphere of activities, hoping to attract the attention of his superiors, has been permitted to work unassisted in the development of safety programs. In many such cases lack of special preparation for the job

prevented this officer from comprehending the ramifications of industrial safety. Further, the uncertainty of official cooperation, foreman reprisal, and insecurity of his position because of management's incomplete cooperation, have seriously retarded such safety programs.

The effectiveness of a plant safety program is directly proportional to the interest, support, and leadership of the plant management. Therefore, the manager in cooperation with his staff should develop policies and operating plans that conform to standard practice. He should delegate the administration to competent personnel. The policies and plans should indicate the extent of the program and allocate responsibility and define authority for execution of the plan. The personnel should be impressed with the importance of safety service to the company and each employee. In actual practice some adjustments may be needed to assure accomplishment of objectives.

In developing safety a plant can build

one of the most satisfactory organizations and programs or, through lack of intelligent cooperation or actual opposition, reduce the effectiveness of safety work to a point where employees will disregard all rules and ridicule the spasmodic efforts of the management to protect their persons against known hazards.

Employees tend to disregard certain safety rules or orders merely because such orders were given in a disparaging manner which caused them to believe they might disregard them with impunity so far as their immediate superior was concerned. Occasional clashes have occurred between production foremen, maintenance foremen and the director of safety, when either the machine or the mechanical guarding was partially out of order or was being improperly used.

In some cases the foremen's interest in obtaining maximum production caused them deliberately to remove guards or permit employees to do so; in other cases, they have ordered an employee to continue using a machine when they knew that either the machine or the guarding was defective and injury might result to the employee at any time. Sometimes, because of the forceful demands of certain plant officials, those in charge of safety permitted the operation of hazardous equipment until a serious accident forced upon the attention of higher officials the knowledge of neglect or insubordination.

When employees are permitted or encouraged to avoid the use of protective devices, even on jobs when the hazard is slight, they probably will take the next step and encroach in this field until a major accident occurs.

Regardless of the amount of responsibility reserved to the manager, the company's line and staff organizations should be fully instructed regarding their duties, and some major official should periodically check up on their performance to be certain that their efforts are properly coordinated and producing anticipated results. Since the line organization is largely responsible for action and the staff organization for gathering and assisting the line in the dissemination of information, we can easily determine any officer's function and responsibility in relation to the safety program. The value of the contacts established and maintained by the line and staff officers in this field

will be measurable in terms of red or black accounting and in terms of employee satisfaction or dissatisfaction.

When the staff gathers and prepares information for dissemination to employees, every line officer should transmit it unimpaired so that employees will accept it in the right manner and make the best possible use of such help. When improper mechanical guarding or defective equipment is reported, the line officers should cooperate fully in guarding or rehabilitating the equipment before using it again and induce employees to use such equipment in the approved way. Further, good management-employee relations help locate and eliminate hazards before men or equipment are damaged. Proper coordination of effort will cause all employees to be so conscious of the need for safety that they will refuse to operate machines or processes when improperly guarded.

The rapid mechanization of industry and the employment of a much larger number of men of limited training and experience has increased industrial hazards to a remarkable extent. Although some of our newer machine tools are effectively guarded, there is so much old equipment still in use by inexperienced men and so much more mechanical equipment in use in general, that we will have to increase our activities in the field of safety if we expect to keep our accident ratios about their present level or to reduce them.

Regular and rigorous re-examination of equipment and guarding will provide reports of hazards that in most cases can be eliminated by mechanical treatment. In many cases these reports can be reinforced by periodic analyses of reports on plant experience, including workmen's compensation cases and other shop cases classified as to the type, cause, point of occurrence, severity, loss of time, and recurrence. In certain cases a combination of these studies will indicate that guarded equipment is improperly guarded, and even though such reports do not indicate the solution, they will at least direct attention to a problem that must be solved.

Management should take the initiative in promoting these studies and not depend entirely upon the reports of inspection.