

E's of Safety"—Engineering, Education, and Enforcement—were developed

In recent years a fourth E (for Enthusiasm) has been added. Top management, supervision, staff personnel, and the employees must be enthusiastic about safety—top management must realize that they are responsible for safety in every aspect of management, supervisors must realize that they are carrying out these responsibilities as part of management, and each employee must realize that he has to do his part, not only for safety, but for efficient job performance.

There were other discoveries, too. Safety departments had often argued that savings in compensation costs and medical expenses would many times repay safety expenditures. Thoughtful business leaders soon learned that these savings were only a fraction of the financial benefits to be derived from accident prevention work. Indirect financial savings are estimated to be several times larger than the direct savings in compensation and medical bills.

Acceleration of the drive for safety

Industrial safety received wide acceptance in the years between the two world wars. Conservation of man power during World War II intensified the safety growth and the Federal Government encouraged safety activities by its contractors. As industry expanded to meet the needs of the war effort, additional safety personnel were hastily trained to try to keep pace. The acceptance of safety as part of the industrial safety picture did not diminish with the end of the war. By then the importance of safety to quality production was well established, and the small handful of dedicated people in 1912 had grown to millions.

In 1948, for example, Admiral Ben Moreell, then president of Jones and Laughlin Steel Corporation, wrote:

"Although safe and healthful working conditions can be justified on a cold dollars-and-cents basis, I prefer to justify them on the basic principle that it is the right thing to do

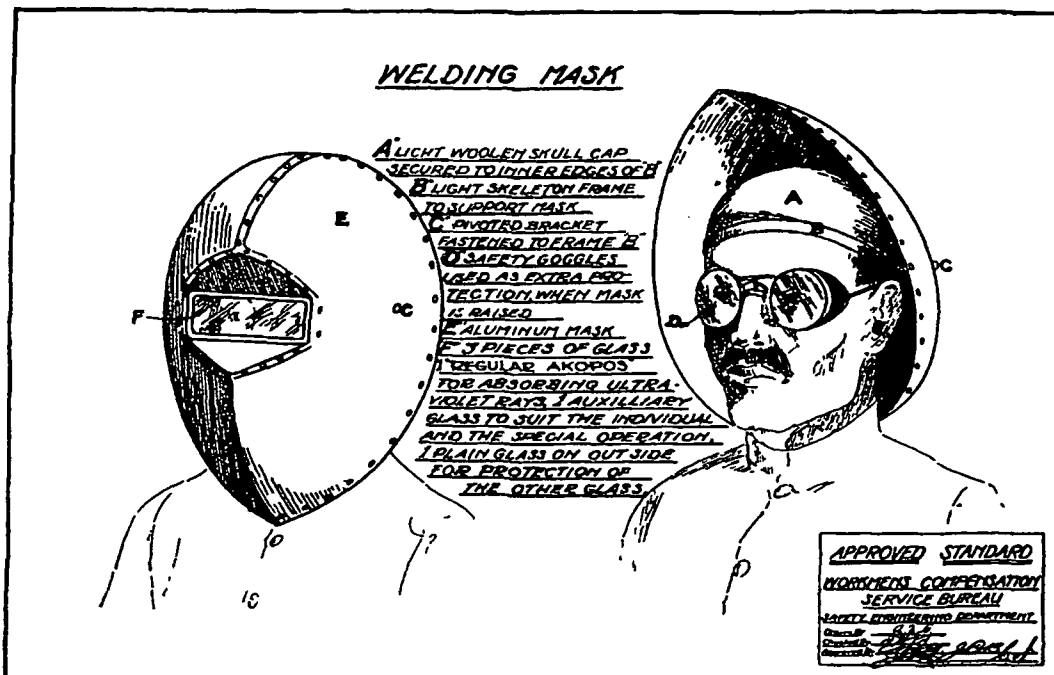


FIG 1-6 — Workmen's Compensation Service Bureau gave "approval only of the principle" of protective equipment and clothing. Its "Universal Safety Standard" (dated 1913) did push for double protection even in those early days.