

## TRAINING WITHIN INDUSTRY

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SAFETY ON THE JOB FOR THE NEW EMPLOYEE

Industrial safety is vital to war production. All accidents interfere with the flow of work; many result in damage to machinery, equipment, or work; some involve injuries. Injuries result in at least temporary loss of services when full-time work of every employee is needed.

It is important that the new employee receive an early introduction to the company's program and policies in relation to safety. The right way to do a job is the safe way, and training in the right way to do a job will be training in the safe way to work. Safety must be an integral part of the introducing and instructing process.

If safety is handled as an "after-thought," either in induction or instruction, the employee may consider it as apart from his regular duties. Safety is not something just for a meeting, not just a humane attitude—it is fundamental in getting out maximum war production.

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INTRODUCING EMPLOYEES TO SAFETY

Introduction to safety is part of job induction. The program and policy of the company, its safety rules and regulations, must be put over in the general introduction so as to form a natural part of the particular job under consideration.

1. Handling the Initial Interview

The supervisor should always take into account the man's previous experience. If this is his first job, what, if anything, does he probably know about industrial safety in general? If he received training at a trade or vocational school, what attention, if any, was paid to safe work practices? If he has been employed in another company, what safety program does that company have? What was the employee's injury record? If these facts are not known beforehand, the supervisor should attempt to draw them out during the interview.

2. Providing the Employee with Information about the Company's Safety Program

Information concerning the company's safety program and policies should be given at the same time as information concerning general policies. Stress the measures to guard machines and minimize physical hazards, as well as management's interest in the workers' well-being.

### 3. Providing the Employee with Information about Safety at His Work

When the employee is being given information about his work, point out the hazards to which he will be exposed: (a) in the type of work to which he will be assigned; (b) as a result of work being performed in his immediate vicinity; and (c) as a result of operations or processes carried on in the department. The supervisor should stress the precautions which the employee must take to avoid injury, and emphasize individual responsibility for safety and the advantage to the employee.

The supervisor should also point out the dangers attendant upon “horse-play” and the unauthorized use or misuse of the air hose and other equipment. Company rules should be explained clearly.

The employee should be given general information about any plant safety contests or campaigns, and the standing of his department in them. General safety measures, such as type of clothing, rules for keeping aisle ways clear, enclosures around belts, and storage and piling of materials and equipment, should be pointed out during the tour of the department. If the safeguard or rule was adopted following a serious accident, or if an accident has resulted from disregard of safety, mention the incident when the guard or rule is pointed out. The employee should be shown the first aid room, and have explained to him rules concerning the reporting of even “trivial” injuries.

### 4. Safety in “Hazardous” Plants

In many war production plants conditions should frankly be described to the employee as “hazardous.” Make the distinction between “dangerous” and “hazardous.” Where explosions can be caused by carelessness, only the thorough following of a rigid safety program can keep a hazardous plant from being a dangerous one.

If accident probability is high, more restrictions may be necessary. For example, employees may be permitted to move about only in their working area, and special clothing may be designed because of potential hazards.

### 5. Responsibility for Introductory Material on Safety

The safety performance of the new employee, like his work performance, is the responsibility of the supervisor. A safety program, supervised by a safety engineer, does not excuse the supervisor any more than an organized plan of induction justifies failure to follow through on the general induction process. As in the whole induction process, the supervisor’s care and insight in approaching the job, and his experience in dealing with people, will determine the success or failure of the introduction to safety.

## SAFETY AND THE TRANSFERRED OR REHIRED EMPLOYEE

When an employee enters a new department, he needs safety information and training to almost the degree of the new man. He may know the company’s general policy, but he needs information about his new assignment. The new department probably will have its own rules and hazards. If a bad accident record figured in reasons for a lay-off, previous discharge, or transfer, stress safety rules and regulations particularly.

## SAFETY IN INSTRUCTION

A good job breakdown must be made before good job instruction can begin. A job breakdown shows how to do the job efficiently, safely, and economically. The safe practices in a job are true key points. There are short cuts on most jobs, but speed on one piece of work is not as important on war production as is continuous output. Safety and efficiency are simultaneous products of good machine design, well-planned processes, and carefully thought-out work practices. Good job breakdowns and thorough training are foundations for safe, efficient work.

## THE PLANT SAFETY PROGRAM

In many localities, safety has suffered from a sentimental approach. Management may feel that its job is handled by the statement that “unsafe practices will not be tolerated.” Some companies look on safety as a public relations policy (a few believe that a plant safety program ranks along with factory picnics—devices to build good will).

### Safety and Production

Safety is a production problem. Every accident, whether or not it involves human injury, is an interruption to the orderly flow of production. Manpower loss is a block to production which is almost impossible to make up. Planning instruction on the basis of the safe way and emphasizing hazards along with key points in breaking in a man on a new job are realistic foundations for a plant safety program which is undertaken on the basis of “good business in war time,” not just because “it’s the right thing to do.”

Safety is a continuous job—it is necessary to follow up constantly to make sure that the man whose speed is increasing is not making time through dangerous short-cuts. Such short-cuts, though spectacular at the moment, will not speed production. Short-cuts may point out the need for a better way to do a job—but a shorter way cannot be tolerated unless it is also safe.

Planning for safety may be a staff job, and the design and installation of safety equipment is definitely work for a safety engineer, but making safety effective in the plant is an integral part of the job of line supervisors. (Safety engineers and foremen can get training in safety methods through courses in Safety Engineering Defense Training, offered by engineering colleges and sponsored by the National Committee for the Conservation of Manpower in War Industries and the U.S. Office of Education. Tuition is paid by the Office of Education.)

### Safe Practices

Do not depend on the making out of an elaborate set of safety rules. Sometimes regulations are an invitation to breaking them. “Safe practices”—the right way to do a job, illustrated on the job—will overcome this difficulty in many cases. Safe practices have to be worked out for specific jobs. Some belong to the factory, or perhaps to the industry as a whole, but most are at the job level. Safe practices are the natural outgrowth of good job instruction.

### Group Approach

Posters and meetings where generalities are the topic do not put safety across. Reminders can be useful if a ground-work has been laid, but they cannot do the whole job. Poorly planned contests may only result in rivalry which promotes records, but does not improve conditions and may even lead to failure to report accidents. To obtain results a safety program must have whole-hearted management backing; and, to hold interest, it must provide for active employee participation. Group instruction in safety is effective when it is keyed to specific practices and hazards which are within the job experience. The foreman who studies his department’s safety

records and knows the causes of accidents can promote safety effectively. Specific hazards should be emphasized continuously—the hazard exists even in an accident-free period.

### Guards

Mechanical guards are safety devices only when they are used. Installation of guards, and dependence on them to do the whole job, is acutely dangerous. Half-hearted enforcement of such regulations—as those about wearing goggles—can lead to contempt for a whole safety program. No equipment should be specified without good reasons, and the reasons should be explained to all employees involved. Once made and explained, the regulations must be enforced.

### Safety and Health

Many jobs demand attention, good vision, strength, or other definite physical requirements. Regular physical examinations are as important as are checks on the condition of mechanical equipment.

### Safety Clothing

Safety clothing is designed for several purposes: (a) to make the new worker conspicuous (some companies require new employees to wear red caps so that those with more experience will watch out to assist the new people); (b) to protect the employee by guarding against the possibility of having hair or loose clothing caught in moving machinery, or having feet hurt by falling objects (safety shoes are invaluable in accident prevention); (c) to protect other employees (in this group are the garments which are free from metal or other material which might cause an accident).

## SUMMARY

To put over safety for the new man as well as the experienced employee:

1. Be clear—and give the reasons.
2. Be business-like—not sentimental.
3. Be reasonable in making rules—but firm in enforcing them.
4. Insist that supervisors set the example in safe practices.