ANOTHER FRONT ON OUR "WAR ON WASTE"

President Johnson's "War on Waste", through Mission SAFETY-70, requires management leadership and cooperation from all employees.

The Supervisor is management's personal representative on the job, and as such can and should give this leadership.

The Supervisor should develop the "safety attitude" in all employees. This will reduce accidents and injuries, eliminate work hazards and health risks, reduce costs, increase efficiency, and help your department or agency to attain its Mission SAFETY-70 goal.

You are the boss! Make it safe.
WORK ACCIDENT COSTS

ANNUAL WAGE LOSS------------------ $ 1,350,000,000
ANNUAL MEDICAL EXPENSE---------- $ 600,000,000
ANNUAL INSURANCE COST--------- $ 650,000,000

Considerable attention is paid to the minute details of organization and production costs. Seldom are similar efforts put into determining ACCIDENT COSTS - other than the specific item of workmen’s compensation insurance premiums.

ACCIDENTS ARE COSTLY TO WORKERS

- $ No compensation during waiting period.
- $ Compensation—two-thirds of regular pay, but often less.
- $ No possibility of overtime.
- $ Additional family expenses.
- $ Possibly lower earning power.
- $ Extent of costs based on severity of injury.

ACCIDENTS ARE COSTLY TO MANAGEMENT

- $ Money paid out for accidents never returns.
- $ Accident costs increase production costs.
- $ Accidents stop or interfere with production.
- $ The higher the accident costs—the higher the workmen compensation insurance premium.
- $ Accident costs are losses—not investments.
WAGE COSTS BIG ITEM

According to safety experts, 85 percent of the total uninsured cost in "lost-time" cases is wage cost. Also, they have estimated an average of $100 as the uninsured cost figure for "lost-time" cases. As the seriousness of the injuries increases, the cost factors of such elements as wage cost for workers not injured, wage cost for supervisors' time, and cost of accident investigation jump to approximately four times the uninsured cost for "lost-time" cases compared with costs for "doctor's cases."

ANOTHER WAY TO FIGURE COSTS

In one prominent industrial plant, a complete study was made of 3,853 accident cases. The study included the items of compensation expense, time lost by the injured employee, overhead and administration costs, nurse's time, doctor's services, and hospital expenses. These costs for the following types of injuries were determined:

<table>
<thead>
<tr>
<th>Type of injury</th>
<th>Range of costs</th>
<th>Average cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foot and toe contusions</td>
<td>$4.93 to $524.76</td>
<td>$32.06</td>
</tr>
<tr>
<td>Infections</td>
<td>1.54 to 115.01</td>
<td>39.94</td>
</tr>
<tr>
<td>Foreign object in eye</td>
<td>2.90 to 215.15</td>
<td>16.29</td>
</tr>
<tr>
<td>Welding arc burn to eye</td>
<td>.95 to 8.92</td>
<td>2.79</td>
</tr>
<tr>
<td>Amputations</td>
<td>346.70 to 3,470.92</td>
<td>825.04</td>
</tr>
</tbody>
</table>

While these figures could not be accepted for application to any other organization, they indicate a trend which could be helpful as a guide in making a similar study.

FACTS ON FACTS

1. No standard cost figure is applicable to all cases.
2. First aid cases are important cost factors.
3. True figures can be obtained only by a thorough analysis.
4. The determination of where and how these costs occur is necessary to direct accident prevention efforts into the areas where accident costs are highest.
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.


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 fact-finding 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

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.

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.

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!
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!