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If time be of all things most precious, wasting time must be the greatest prodigality, since lost time is never found again; and what we call time enough a l w a y s proves little enough. Let us then be up and doing, and doing to a purpose; so by diligence shall we do more with less perplexity.

—Benjamin Franklin.

METHODS OF STIMULATING INTEREST IN SAFETY

By S. C. DICKINSON.

The problem which has confronted every man who has organized his plant for safety, and a comparatively short time after he has had his organization perfected, was how to maintain interest in Safety. Before undertaking a Safety organization of movement, I think it advisable to figure out how we are to maintain interest in the work after we get it going. You know that inelegant expression "Don't start anything you can't finish." In several cases of "Safety organization" companies have given all their knowledge, almost all their enthusiasm, and, perhaps, almost all their money and put it into the opening performance, but they had nothing to back up the proposition. The result was a complete failure.

You probably know that nothing will go by itself, although when we were young we were all figuring on perpetual motion. The first rule of mechanics says that we have friction and we have to put in enough energy to keep the wheels going. We have no friction in that sense of the word, but we have inertia. Often you get a Safety movement under way, but you must continuously hammer at it to keep it going at a uniform speed, and a correspondingly uniform effort to keep it going at increased speed and thereby make it successful.

Industrial accidents cost this country 35,000 human lives and more than \$500,000,000 annually. In addition, dismemberments and other serious injuries total about 350,000 yearly, while the annual number of minor accidents, causing loss of time, exceeds 2,000,000.

The putting forward of Safety is effected by well known methods: First, you must have an organization that will handle the proposition. Second, you have to put your plant and equipment into a proper and safe condition. Third, you have to educate people as to the importance of their own responsibility to the Safety cause. To keep the ball rolling is *the* problem which confronts all Safety organizations.

In interesting the employer you have got to show him that you are doing a little better each year, and it is necessary to state reasons and show causes for getting more money. Show him that by preventing accidents you save compensation payments. Preventing an accident will increase production. If a man is injured there is more or less excitement and work is interrupted; consequently production is decreased. If a man is seriously hurt, he has to be replaced, and

hiring a new man costs money. Show your employer that you are getting the cooperation of the employee and by doing that you are advertising your plant as a safe plant. In a time of short labor the men will go to a safe plant in preference to an unsafe one.

In order to keep foremen and superintendents interested in Safety, it may be necessary to hold them to a strict accountability, and when they are held to that strict accountability, something more drastic than a note or another note should be written. It is presumed in a Safety campaign that the head of the plant is back of it, that he is the power behind the throne, and if you are going to have Safety First, consider that Safety First means *Safety First*, and nothing else. It must come ahead of production; it must come ahead of every other thing. Your foreman and your superintendents are the men to bring this thing about.

A Safety Rally, from an educational standpoint, is an excellent way to boost the Safety idea. In some cases it can be of enormous magnitude, embracing bureaus of the Federal Government, the State's Department of Labor and Industry, the city's Bureau of Public Safety, the county, the Chamber of Commerce, the various industries of the section, the schools, the Boy Scouts, etc., that considerable interest can be aroused among the people and workers of the district.

Lectures on Safety, motion pictures, demonstrations in mine rescue and first aid, Safety games, etc., exhibits of Safety Devices are a few of the things which can be done to arouse interest. One full day, known as School Safety Day, can be given over to work in the schools.

A bulletin ought to be original and personal. By original, I mean that it ought to hit the nail on the head, on the head in the department where it is to be used. A bulletin portraying an accident in some other state does not appeal to the imagination of the men as a bulletin report saying an accident happened in your own plant.

A personal bulletin must appeal to the imagination of the workmen. For instance, post on the board a letter from an employee to his fellow-workmen. One man wrote a letter stating that he had been reading the bulletins but paid no particular attention to them until he lost his eye. The letter also stated that his chief aim in connection with Safety, was to keep his other eye.

Instead of putting eight or ten bulletins on one board, it may be best to exhibit only one or possibly two. Too many bulletins are confusing, and in some cases the men will not take time, or may not have the time, to read them. He cannot possibly carry away with

him what he reads on eight or ten, but he can carry away what is given in one or two.

Writing your own bulletins and trying to get the men to write bulletins will stimulate considerable interest, and will be very valuable.

A novel idea in a bulletin board is carried out by using a large blackboard. The heading could be written or printed with red chalk and the text in white. It can be changed daily or weekly. Daily and monthly accident records can be taken care of in this way. The new men usually look for the next text and in using this kind of a board the men know that there will be something there that they have not read before.

An attractive bulletin can be made from pictures from magazines, etc. Take a picture of a very pretty bride and put at the top of it: "Get married to the Safety Habit." A picture of a home with "Protect your Home. Get the Safety Habit," will make a useful bulletin. Another good one is made from Kellogg's advertisement of a baby sitting in a high chair. On top is written "Dad, don't take a chance," and below, "I want a chance when I grow up."

Try as near as possible to post a bulletin which will interest the men. Have bulletins on statistics, safety, sanitation, welfare, etc. Pictures of actual accidents, untidy departments, etc., also bulletins of reports of safety committees, the names of committees, reports of employees, what has been done with suggestions, etc., are all very good. There are numerous ways of making the boards attractive and interesting. The class of labor employed and the kind of work they are doing will help you decide the proper method to pursue.

Take 15 or 20 bulletins and post in a conspicuous place and then start a contest among the men which can be covered by asking: "Which is the best bulletin for our plant, and why?" "Which of these bulletins is the best in relation to your own department, and why" and similar questions could be asked. The prize money could be distributed widely and a great number of prizes are superior than a few large ones, and it will be a good investment.

This idea of prizes, bonuses, premiums, etc., is in disfavor with some concerns, but if the method of selecting the best idea be handled in the proper manner considerable interest and enthusiasm can be gotten up among the men.

Individual cards placed where a man can see them continually and changed weekly will have a good effect. The color of the card should

be changed each week. Pay-envelopes with a proper precept, calendars to take home, cartoons, drawings, safety buttons, a good bulletin in the employment office, a gruesome bulletin, etc., will have the desired effect.

An important part not to overlook is the board itself and the location. The board should have depth so as to admit a pair of goggles, rivet heads, etc. One made of enameled steel makes a good board. The board should be placed where the men will see it every day and to be the most effective the material should be changed daily.

Display illuminated signs, stereoptics or moving pictures at the plant entrances showing safety precepts. This is a practical method of stimulating interest and the Safety of views and reminders cause many a man to think of Safety First as he passes to and from his work.

Advertise Safety by the distribution of match-boxes, watch-fobs, key-rings, pencils, pocket-books, etc. For instance when a department is successful in meeting certain fixed requirements in accident prevention records during any one month give each man in that department a "Safety First" prize. Safety requirements, of course, should be based on plant records and the inherent hazards of a department.

If a man is successful in receiving one of these prizes he will always have it with him and it will serve as a constant reminder of Safety First.

In the prosecution of safety work there is probably no one idea that has been productive of better results than the payment to shift bosses or foremen of a cash bonus for the reduction of accidents. In studying results of many mining companies I have yet to find one that has not achieved remarkable results from this plan. No set rule can be laid down for the carrying out of this scheme, for all organizations are not alike, and it is very important that the system be worked out to fit conditions existing in a given mine. Various companies offer a prize of from \$25 to \$750 in cash to the foreman who turns in the best record for safety over periods ranging from three months to a year. To my knowledge, one large company reduced its accidents 400 per cent in one year, and the claim was made that it was due almost entirely to a system of bonuses paid to the bosses. A bonus of even \$5 or \$10 a month will be found to give good results. Great care should be observed in working out the bonus system, for dissatisfaction may result if it is not equitable.

Many companies have obtained good results by offering to pay one dollar or more for every safety suggestion offered by an employee, providing the suggestion offered is accepted and put into use. One company gives a 23-jewel watch, with an emblem on the back as first prize. This stimulates the interest of the men in the work and oftentimes brings out valuable information.

In connection with the prize suggestion, it ought to be a set rule that each and every suggestion be considered and the prize go to the best one. The committee of awards should be composed of workmen and it should be changed periodically. Each suggestion which is adopted should be acknowledged with a personal letter and suggestions which are impractical should be taken up with the person making the suggestion. Explain the reason for doing this and in so doing you are giving out educational information.

Personally I do not believe in paying for Safety work, first aid, mine rescue, suggestions, etc. If a man makes a suggestion and did something which saved a man's hand or his life, why shouldn't he be interested and go home with a big heart that night and tell his wife all about what he had done?

Suggestions can be used to a very good advantage. Two heads are better than one, and if you have 2,000 men in your employ trying to turn in ideas that are for the betterment of conditions, or for more efficient ways of working, it is going to give far greater results than only 10 or 15 of the foremen. And yet, the suggested ideas must be handled differently. A distinction should be made between a suggestion which is something new and novel as against something which merely reports a condition which should be repaired and taken care of.

The plant magazine is a good idea. It takes the message home. The goal of educational work is to have every man in the plant get the Safety habit, and he is going to get that far better—it is going to make a much greater impression on him if it gets to the folks at home. So, if in our plant magazine, we can send a message home to the folks it is going to arouse their interest and make them ask, that is, the children ask their father something about Safety work. The wife will be interested in what the safety work is and what it means. You have to get the safety habit inculcated in their minds through the home.

Prepare a series of form letters dealing with the different phases of safety work and at periodical times send these out to the workmen. With the first letter enclose a pamphlet on accidents—a particular sub-

ject—and how to avoid them. Have the language of the letters such that they will secure the good and not the ill will of the men, and you will find that they will give you active co-operation. By this method you can call the attention of the men to specific instances of their carelessness. The more direct work with the individual, the better the results will be.

If it is so necessary to protect machinery with guards, to post danger signs over open places, and to warn in the handling of high explosives, how much greater is the necessity to post danger signals warning the worker of the liability of his greatest machine—the human body?

Why not teach the worker to safeguard—why not place danger signals all along the path to impress him of the need of taking care, to keep well.

Start this education in the home and school—do not limit the training to the working class—forget all class and labor distinctions and take the ideal time to begin health-education—the babe.

Carry your education into the school. Arrange with the principals and teachers to give you 10 to 15 minutes of their time and then give a short address to each class or grade. The text of the address can be varied according to the age of the pupil. Tell them in a simple way how to avoid accidents and explain to them that accidents are mainly the results of carelessness. After talking to each class give each pupil an appropriate button and this will cause them to have Safety in their minds at all times.

Have the Board of Education co-operate with the Safety department and arrange to have the teachers talk on Safety for 5 or 10 minutes every day.

Safety principles on blotters, exercise and dictation books, etc., can be used to great advantage.

Show motion pictures in the schools or have them shown in the theatres—admission free to school children.

Conduct a competition in compositions of "How Children May help to Avoid Accidents," and for the best one give a cash prize.

Bulletin boards, etc., for the children will be productive of good results.

Endeavor to get the men to have a garden of their own. A home means more than a mere shelter from the elements. The beauty of the gardens and lawns exert a refining influence on the family, which shows inside of the house and in the behavior of the members of the family toward each other. The man who has learned to take

pride in his garden hurries home from work, spending little time loitering and none in the saloon. Therefore the garden tends to reduce alcoholism. The man's standing in the community is raised; and what is even better his own self-respect is promoted.

In communities where the workers do not have sufficient land to allow them to plant a garden a large plot could probably be furnished by the company. The plowing, filling, soiling, and fertilizing could be done by the company, while all the other work is done by the workman. The company could instruct the employes in developing and growing profitable gardens and pretty grass plots and flowers in connection with their homes. The employees and their families use profitably their otherwise unemployed hours in gardens and lawns.

In plants where the number of employes is not too great, a safety campaign may be accelerated, and "esprit de corps" fostered, by an occasional mass meeting of employes.

Let the meeting be under the auspices of one of the Safety Committees and extend an invitation to all employes and their wives—when the wife is intelligently interested the battle for Safety is half won.

Have good speakers, music, Safety motion picture reels, etc.

The hall should be decorated and should be suited to the probable size of your audience. See that the room is of the proper temperature and adequately ventilated.

In plants where they have apprentice schools there would be formed a Safety First Club to co-operate with the instructors on Safety appliances in the schools. The club should be made up of student representatives of each of the trades in which instruction for trade-ship is offered. Hold regular meetings, consider practical applications of Safety devices in the various schools, and endeavor to disseminate the Safety First idea among the entire student body.

Night schools can be conducted in connection with the mines and their purpose would be to aid young men who are desirous of improving themselves in the various lines of work offered.

Technical training in electricity, mining, mechanical drawing, chemistry, and steam engineering could be offered.

Academic courses in English and Arithmetic to meet the needs of many of the students whose early education has been too limited to afford even the elementary training required for every day duties of life should be included.

A very good way to get the co-operation is to hold an annual

picnic for all employees and their families. All expenses are to be borne by the company. In order to insure Safety in transportation, place the picnic in charge of the Safety Committee. Games, fishing, swimming, baseball, races, etc., could be the amusements of the day.

Foremen can do much toward securing the interest and support of employees. They can do more than anyone else in the company to make the safety organization a success. If a workman believes that his foreman is sincere in his desire to prevent accidents, to promulgate the proper use of safeguards and safety appliances and to eliminate unsafe practices, he will usually attempt to carry out his foreman's wishes. It is necessary to secure the co-operation of every foreman. Those who are not willing to carry on the work of accident prevention in an enthusiastic manner should not be retained in the employ of any company. No intelligent foreman will dispute the desirability of preventing accidents.

Another good way to stimulate interest is to instruct a man on how to do his work. Instead of giving a man a few tools and telling him to go do a certain piece of work, wouldn't it be better to go and show him how to do it? Doing this would probably prevent the man from being injured and besides greater efficiency is obtained. The few minutes lost by the foreman or boss is well spent. During the day and after work, the workman will tell about the act of the foreman and before long the best kind of co-operation will be in existence.

Annual first aid and mine rescue contests are held between teams of the company—that is, each department has a team and the teams compete for a perpetual trophy and prizes. The latter have consisted of trips to the Panama California International Exposition or a trip to a World's Series baseball game. Other than being a method to stimulate interest the men are educated in mine rescue and first aid and men trained in this kind of work are less apt to be injured than those who have not received the training. The treatment of an injury suggests to them how the accident occurred and they will take the necessary precautions to prevent a similar one.

The time for action is here; public sentiment and private conscience are demanding it, and if it does not come voluntarily legislation will compel it. Hence, all are urged to do their part and thus becomes one of the elements entering into a great and good cause resulting in the conservation of human life and limb, and in the preventing of suffering and of sorrow.

*Do what you are paid to do and then some.
It is the "then some" that gets your salary
raised.*