

MANAGEMENT TRAINING COURSE CONFERENCE OUTLINE

NO. 17

THE SUPERVISOR'S RESPONSIBILITY FOR SAFETY ON THE JOB

OBJECTIVES

1. To stress the supervisor's responsibility in promoting safety and good housekeeping.
2. To foster safety consciousness and good housekeeping habits in the shop, warehouse and office.
3. To help raise sanitation and health standards.

AIDS AND MATERIALS

1. Worksheets 85--93.
2. Chart No. 24.
3. Film Strip, "Do the Job Right" (25 min).

- - - - - TIME SCHEDULE - - - - -

10 min	I. Introduction and Review
25 min	II. Importance of Safety: The Role of the Supervisor
25 min	III. Causes of Accidents
10 min	IV. Promoting Sanitation and Health
25 min	V. Film Strip: "Do the Job Right"
<u>15 min</u> 110 min	VI. Summary: The Supervisor's Responsibility for Safety on the Job

- I. Introduction and Review (10 min.)
- Announce the subject for today's conference. Then, from all the preceding conferences briefly review all the topics which have a direct bearing on today's subject. Refer to pertinent charts. As far as possible draw these points out from the conferees.
- II. Importance of Safety: The Role of the Supervisor (25 min.)
- Worksheet 85
- Present the problem: Why is safety so important? After a few good ideas are brought out by the conferees, distribute Worksheet 85, "Reasons for Preventing Accidents." Have the group glance over it. It will be necessary to limit discussion on this subject at this time.
- Worksheet 86
- Go on to the question as to what is the supervisor's role in the safety problem, including fire prevention. After a few good ideas come out of the discussion, turn to Worksheet 86, "The Supervisor's Role in the Prevention of Accidents." A lively discussion will probably follow. If it is necessary to cut it short, tell the group that this topic will be further treated in the latter part of today's conference.
- Worksheet 87
- Next, turn to Worksheet 87, "The Importance of Reporting Injuries Promptly." After the group has had a chance to glance over it, announce that at special follow-up conferences on safety at a future date the very important subject of the correct procedure for reporting accidents will be discussed by a safety technician.
- (35 min. to here)
- III. Causes of Accidents (25 min.)
- First, explain that in this management course time will permit only a discussion of general causes of accidents. The detailed discussion will have to be postponed until the special follow-up conferences on safety.
- Worksheet 88
- Ask the group what the general causes of accidents are. List them on the blackboard.
- Then have the group turn to Worksheet 88, "Accident Causes by Percentage." A good discussion will follow.

- Worksheet 89
- (60 min. to here)
- IV. Promoting Sanitation and Health (10 min.)
- (70 min. to here)
- V. Film Strip (25 min.)
- (95 min. to here)
- VI. Summary (15 min.)
- Worksheet 90
- Before the discussion gets too abstract and theoretical, distribute Worksheet 89, "Causes of Accidents." Tie in this worksheet with the discussion on the preceding one.
- This topic will doubtless crop up again in the relations phase of this course. At any rate it is appropriate to discuss briefly this very important problem in this conference, because of the close relationship between good housekeeping and sanitation, and because preventing accidents and maintaining good health are both designed to keep the workers on the job.
- Show how developing sanitation-consciousness is no different from developing safety-consciousness. Have the group discuss the supervisor's role in this problem.
- Finally, ask the group to recall the problem of the safe workload, which came up in Conference 3, and have them discuss it in relation to the supervisor's responsibility for helping to maintain the health of his subordinates.
- Present the film strip, "Do the Job Right." This film portrays very effectively how a conscientious supervisor tackled the problem of both developing safety-consciousness in his unit and of taking concrete steps in getting everyone to cooperate in preventing accidents before they happen.
- Have the conferees give a summary of the supervisor's responsibility for promoting safety consciousness in each one of his subordinates and for maintaining a work place free from fires and accidents. This will serve as a good review of all the main points brought out in the discussion and in the film strip. In the last four or five minutes have the group look over Worksheet 90, "Summary of the Supervisor's Responsibility for Safety." This should firmly impress the conferees with the importance of this responsibility.

Worksheet 91--93

Before dismissing the group distribute Worksheet 91, "Locating Potential Accident Causes," and Worksheet 92, "Unsafe Conditions or Situations," and Worksheet 93, "Safety Creed." Tell the conferees to study them over carefully outside conference time. Also, ask them to report to the training office any special problems they may have or any action they take in their units in connection with safety.

(110 min. to here)

REASONS FOR PREVENTING ACCIDENTS

There are two primary reasons for wanting to prevent accidents, the first and best is the humane, and second, the economic reason. The humane is, of course, of the greatest importance to the individual. While the second is of importance to the individual, it is of great importance to management. These primary reasons can further be broken down in the following manner:

1. HUMANE

- a. Personal Safety (self-preservation).
- b. Helping to protect other persons from injury.
- c. Elimination of actual physical suffering of--
 - (1.) Yourself.
 - (2.) Other individuals.
- d. Responsibility to dependents:
 - (1.) Preventing worry, anxiety, grief concerning your condition.
 - (2.) Actual physical suffering or want, due to loss of wages or reduced earning capacity.
- e. Partial or permanent loss of earning capacity resulting in--
 - (1.) Reduced standard of living.
 - (2.) Actual dependency on your family or other persons.

2. ECONOMIC

The economic or cost reason can be broken down into two parts:

- a. Direct Cost Compensation payments which include compensation insurance and medical expense are referred to as "Direct Cost."
- b. Indirect Cost The indirect cost of industrial accidents may be listed as follows:

(Cont'd.)

- (1.) Cost of lost time of injured employee.
- (2.) Cost of time lost by other employees who stop work:
 - A. Out of curiosity.
 - B. Out of sympathy.
 - C. To assist injured employee.
 - D. For other reasons.
- (3.) Cost of time lost by foremen, supervisors, or other executives as follows:
 - A. Assisting injured employee.
 - B. Investigating the cause of the accident.
 - C. Arranging for the injured employee's production to be continued by some other worker.
 - D. Selecting, training, or breaking in a new worker to replace injured employee.
 - E. Preparing accident reports, or attending hearings before officials or in court.
- (4.) Cost of time spent on the case by First-Aid attendants and hospital department staff, when not paid for by the insurance carrier.
- (5.) Cost due to damage to the machine, tools, or other property or to the spoilage of material.
- (6.) Incidental cost due to interference with production, failure to fill orders on time, loss of bonuses, payment of forfeits, etc.
- (7.) Cost to employer under employee welfare and benefit systems.
- (8.) Cost to employer in continuing the wages of the injured in full, after his return even though the services of the worker (not fully recovered) may for a time be worth only about half normal wage.
- (9.) Cost of subsequent injuries occurring in consequence of the excitement or weakened morale due to the original accident.
- (10.) Overhead cost per injured--light, heat, rent, etc.--which continue while the injured employee is a non-producer.

Conference 17, Worksheet 85 (concl'd.)

THE SUPERVISOR'S ROLE IN THE PREVENTION OF ACCIDENTS

RESPONSIBILITY FOR ACCIDENT PREVENTION

The responsibility for preventing accidents is shared by three groups:

- MANAGEMENT Assumes the responsibility for creating a safe place to work.
- SUPERVISOR Is the intermediary between management and the worker, because he transmits all orders, policies, and instructions to the worker. He is management in the worker's eyes and the key man in any activity whether it be production or safety.
- WORKER Has a responsibility for a successful individual safe performance.

Accident prevention is everyone's responsibility and duty. It is of prime importance to each individual regardless of position to prevent accidents and to work toward the elimination of their causes as a matter of self-preservation. Statistics reveal that approximately one out of every ten persons will meet with an accident of some kind during a period of one year's time. It may be minor, or it may be more serious, i.e., fractures, loss of an arm, leg, eye, or it might be a fatal accident. The greater number of accidents prevented (causes removed), the greater the odds will be that each person will escape injury.

The supervisor is the key man in any accident prevention program because he:

1. Has the best opportunity to eliminate unsafe acts, methods or conditions.
2. Is the intermediary between management and the worker, transmits all orders and instructions, interprets them to the worker and is the only person who has this responsibility.

(Cont'd.)

3. Knows the practical aspects of the job (regarding both the workers and the operations).
4. Spends more time with the workers than anyone else and is directly in charge of them.
5. Knows the ratio of narrow escapes from injuries which occur daily to actual injuries sustained.
6. Is proficient (or expected to be) in his trade and in his supervision; i.e. the operations and work methods, controlling the performance of the workmen and general shop conditions.
7. Knows and understands that by applying the principles of accident prevention the production and efficiency of his unit will increase.

SUPERVISOR

1. Cooperates with management and safety engineer in carrying through all organized safety programs set up within the organization.
2. Directs the work in the department in line with good safety practices.
3. Makes safety inspections.
4. Investigates all accidents.
5. Takes action necessary to remove causes of accidents.
6. Enlists cooperation of departmental personnel and delegates safety responsibilities when possible.
7. Trains workers in safe work habits; "sets good example."
8. Makes reports as required by management.

IMPORTANCE OF REPORTING INJURIES PROMPTLY

Employee should report every accident and injury—regardless of how minor, for two reasons:

1. To protect one's health and life.
2. To establish a claim for treatment costs and compensation in the event of complications.

In the first instance prompt medical treatment may eliminate the possibility of infections, or greater injury in the case of strains, sprains or even fractures and thus reduce the severity of the injury, protect your health and possibly save your life.

The second reason might well be called "financial" protection for if an injury is not reported and a claim established, the benefits of Government Compensation may be denied in the event complications develop at a later date. Costly medical treatment may be incurred, and at a later date it may be difficult to establish the fact that the injury was incurred in service.

Also reporting is necessary to eliminate hazards and to prevent recurrences.

CAUSES BY PERCENTAGE

Accidents may be divided into two main groups, i.e. unavoidable and preventable. In addition, the preventable accidents can be further divided into two more groups—those caused by mechanical failure or unsafe physical condition and those caused by an unsafe act or by human failure. Statistics compiled from figures using all accidents, regardless of group, as one hundred (100%) percent reveal the percentage of accidents falling into each group to be—

- a. 2%—Unavoidable, in this class are such accidents and injuries that result from the so-called "Acts of God" i.e. earthquakes, hurricanes, lightning, etc.
- b. 10%—Due to physical or mechanical conditions or failure, such as inadequately guarded machinery, poorly designed tools or equipment, defective, sharp or rough material or poor arrangement, layout, housekeeping, etc.
- c. 88%—Due to the unsafe act or human failure, as attempting to operate unfamiliar power equipment or machines or without authority.

These figures indicate that approximately two (2%) percent of all accidents are unpreventable while approximately ninety-eight (98%) percent are of a preventable type. Further examination of these figures reveal that almost nine (9) out of every ten (10) accidents are the result of the unsafe act or human failure, either on the part of the person injured or of some other person. Of the remaining twelve (12) percent, the ten (10%) percent due to mechanical failures or unsafe physical conditions cannot be ignored because of the fact that although their frequency is much smaller, this is usually more than compensated for in their severity. Accidents of this type are often of the more serious nature, i.e. fractures, multiple injuries or perhaps fatal.

CAUSES OF ACCIDENTS

I. Unsafe Acts and Mechanical or Physical Conditions.

In a previous worksheet unsafe acts and mishaps (unsafe mechanical or physical conditions) were shown to be the cause of approximately ninety-eight (98%) percent of all accidents. It is therefore important to have an understanding of what is meant by these terms. The items in the following lists represent (under a general heading) at least the majority of unsafe acts or conditions.

UNSAFE ACTS OF PERSONS	UNSAFE MECHANICAL OR PHYSICAL CONDITIONS
1. Operating without clearance; failure to secure or warn.	1. Inadequate guards: guards of improper height, strength, mesh, etc.
2. Operating or working at unsafe speed.	2. Unguarded: absence of required guards.
3. Making safety devices inoperative.	3. Defective, rough, sharp, slippery, decayed, cracked, etc.
4. Using unsafe equipment, or equipment unsafely.	4. Unsafely designed machines, tools, etc.
5. Unsafe loading, placing, mixing, combining, etc.	5. Unsafely arranged: poor-housekeeping, congestion, blocked exits, etc.
6. Taking unsafe position or posture.	6. Inadequately lighted, sources of glare, etc.
7. Working on moving or dangerous equipment.	7. Inadequately ventilated, impure air source, etc.
8. Distracting, teasing, abusing, startling, etc.	8. Unsafely clothed: no goggles, gloves or masks, wearing high heeled shoes, etc.
9. Failure to use safe attire or personal protective devices.	

(Cont'd.)

II. Causes of Unsafe Acts.

Since unsafe acts cause approximately nine out of ten accidents and injuries it is important to examine the causes for these acts. These causes may be grouped under four general headings:

- a. Improper attitude.
- b. Lack of knowledge or skill.
- c. Bodily defects.
- d. Safe practices difficult or impossible.

Improper attitude is generally the fault of the employee, i.e., recklessness, don't-care attitude toward job as a whole, stubbornness and other traits of this nature.

Lack of knowledge or skill may stem from lack of training or experience in the task being performed or to which they are assigned. Quite often the reason is that the employee is not convinced that the act is not safe and must be shown or "sold" before the practice can be stopped.

Bodily defects can be the cause of many unsafe acts and may be either an acquired or inherited weakness--poor eyesight, muscular weakness, loss of an arm, or leg or a previous injury or attempting tasks or acts for which the man is not structurally equipped, lifting heavy loads, jumping from platforms and ramps, etc.

Where safe practices are difficult or impossible to carry out, the causes may be summed up as due to poor plant layout, poor design of equipment or machines, inadequate equipment, impossible time or production schedules, etc.

What are the reasons why persons are and continue to be guilty of acts which sooner or later will cause them to be injured?

III. Mechanical or Physical Conditions.

The primary responsibility for these conditions rests for the most part with management and secondly with the immediate supervisors. Management should make every effort to provide adequate and safe machinery, tools, equipment, etc., to provide clean and well laid-out shops and work areas and adequate medical facilities.

(Cont'd.)

The immediate supervisor should call to the attention of management deficiencies or lack of proper and safe equipment, tools, etc., poor departmental layout, unsafe work methods, inadequate facilities, etc., and by proper supervision and inspection maintain these facilities in proper and safe manner.

Considerable mechanical failure, both of machines and tools, and poor departmental conditions can be laid to poor supervision and to the employee himself who through abuse of equipment and general disregard of rules contribute to these conditions.

IV. Common Conditions Contributing to or Causing Accidents.

When accidents are investigated and analyzed a few conditions stand out as contributing factors and very often as the direct causes of many accidents. A partial list of these conditions follows:

- a. Poor housekeeping.
- b. Improper material handling methods and storage.
- c. Improper use of hand and power tools.
- d. Failure to use personal protective equipment.
- e. Improper and unsafe vehicle operation.
- f. Unsafe office conditions and practices.
- g. Practical jokes and horseplay.
- h. Inattention and/or distraction.
- i. Falls.
- j. Disregard of fire rules and regulations.

From the previous discussions it is apparent the following factors are also common factors contributing to or causing many accidents and injuries:

- a. Disregard of safety rules and recognized safe practices.
- b. Inadequate or lack of supervision.
- c. Mental or physical condition of employee.

In discussing these common unsafe acts, conditions and practices it is noted that these same conditions which cause and/or contribute to accidents are the same conditions which tend to slow down production, reduce operating efficiency, and lower employee morale in addition to causing accidents and injuries which further decrease production through absenteeism, making replacement and training of new employees necessary and increasing waste through damaged material and equipment.

SUMMARY OF THE SUPERVISOR'S RESPONSIBILITY FOR SAFETY

Enforcement of Safety Rules and Safe Practices

Enforcement of safety rules and regulations is largely a responsibility of the supervisor. A good supervisor will "sell" the employee the idea of working safely as a matter of self preservation and personal pride. He will secure compliance without resorting to disciplinary measures insofar as possible. Even in the event of refusal to follow safety rules and practices consideration should be given to the possible effects of disciplinary action on both the person to be disciplined and on the rest of the personnel of his unit.

Adequate Supervision

Supervisors are the key men in any accident prevention program, because they exercise the greatest influence over workers. If supervisors fail to instruct, educate and enforce safe practices, they are failing in one of their most important responsibilities. Investigations following many accidents have revealed that the supervisor neglected to instruct his personnel in the safe and unsafe methods, to provide adequate and safe equipment, or to enforce the use of safe equipment and safe work methods. Another thing very often neglected is to designate in a group of workers dispatched to perform a job one man to act as group leader and to be responsible for the safety as well as the accomplishment of the task itself.

Supervisors must remember that without a good safety record it is impossible to build a record for efficiency and production.

LOCATING POTENTIAL ACCIDENT CAUSES

Locating and eliminating potential accident causes or hazards is the most important phase of accident prevention and is a continuous task. Hazards are found by continually studying, observing and checking all buildings, equipment, work methods and facilities for conditions, methods and work habits which may endanger the safety of personnel or result in damage to equipment or material.

By keeping in mind the foregoing definition of a hazard and applying it to our work and surroundings, many potential accident causes can be found. Being alert, observant and aware of what is going on, of our surroundings, equipment and facilities, is not only an excellent way of locating hazards but one of the surest ways to avoid accidents and injuries.

As has been said before, finding and eliminating hazards before they cause an accident and/or injury is most important and the above methods often are called "inspection." Although this term usually is used to designate the efforts of a person or group appointed to seek out accident causes, it can also describe the brief "check-ups" that every employee should make before starting any task.

As previously pointed out, accident prevention is everyone's responsibility, and therefore, finding and eliminating hazards is everyone's duty. Briefly, this responsibility may be best explained by breaking it down in the following manner:

Employee (Individual):

1. To study his own work methods, equipment and facilities with a view toward discovering any unsafe act, method or condition which may endanger his own or other persons' health and life or result in damage to equipment and material.
2. To report to his immediate supervisor any unsafe condition, equipment, method or act noted and request that corrective action be taken where it is not within his immediate power to correct or eliminate the hazard.

(Cont'd.)

3. In the event that supervisors do not, or cannot correct such conditions, call them to the attention of the Safety Office or higher authority.

Supervisor:

1. To inspect and study the operations, equipment, methods and conditions of the activity or operation under his jurisdiction regularly to discover any unsafe equipment, methods or condition which may result in injury to the personnel or damage to the equipment or material.
2. To correct such hazardous conditions or methods insofar as possible.
3. To call to the attention of higher authority or the Safety Office such condition, methods, etc., as are beyond his control or correction.
4. To work with the Safety Office in discovering and correcting unsafe conditions, methods, etc., as are revealed in joint inspections, i.e., such inspections made with safety representatives.

UNSAFE CONDITIONS OR SITUATIONS

A few of the items contributing to poor housekeeping are:

- a. Poorly laid out or arranged areas (work areas).
- b. Failure to provide for receiving, storing and shipping materials, or stock.
- c. Failure to provide storage space for equipment, ladders, hand trucks, work platforms, etc.
- d. Ill-defined or no walkways and passageways.
- e. Inadequate or no provision for the disposal of trash, waste, oily rags, etc.
- f. Disorderly work benches, tool racks, work areas, etc.
- g. Poor work layout, requiring "doubling back," cross flow of work of material, etc.
- h. Oil, grease, tools, etc., on floor.

Improper Material Handling Methods and Storage include:

- a. Manual handling of heavy material, objects, etc.
- b. Overloading vehicles, trucks, trailers, hand trucks, etc.
- c. Exceeding loading limits of floor, bin, rack, etc.
- d. Unsafe mechanical handling practices--overloading hoists, lift vehicles, etc.
- e. Unsafe stacking and piling of materials.
- f. Unsafe storage of chemicals, acids, flammable materials, etc.
- g. Material projecting from bins and racks.

Improper use of hand and power tools involve:

- a. Use of wrong or improper tool.
- b. Lack of knowledge or skill.
- c. Using worn or damaged tools.
- d. Improper use of tools.

The failure of employees to use personal protective equipment have caused many injuries which could easily have been prevented, these include the failure to wear or use:

(Cont'd.)

- a. Goggles, hoods or other eye protective equipment.
- b. Respirators or masks.
- c. Safety shoes.
- d. Aprons-leather, rubber, canvas.
- e. Protective (hard) hats.
- f. Hand cream.

Unsafe vehicle operation is a major cause of accidents (mostly serious) in the Air Force, these include:

- a. Speeding.
- b. Reckless or "don't care" attitude.
- c. Unsafe loading of all types of vehicles.
- d. Failure to secure loading of all types of vehicles.
- e. Riding fork-lift trucks.
- f. Standing or hanging on side, riding atop loads (body projecting over side), etc., of moving vehicles.
- g. Overloading of all types of vehicles.
- h. Exceeding passenger capacity.

There is a tendency to regard office work and areas as "safe" and free of hazards or dangers, however, records reveal that this is not true. Many persons are injured in office areas, some of which are serious. A few of the conditions encountered are:

- a. Electric cords strung across aisle and passageways.
- b. Falls due to slipping on highly polished floor surfaces.
- c. Open desk and file drawers.
- d. Poorly located electric fans.
- e. Injuries from paper clips, knives, razor blades, sharp pencils, edges of paper, etc.
- f. Tilting back in chairs, defective chairs and desks.
- g. Collisions with partly open doors, with stationary equipment and other persons.
- h. Makeshift ladders-using boxes, chairs, piles of books, etc., to reach objects placed out of ordinary reach.
- i. Horseplay--shooting paper clips, paper wads, etc., with rubber bands.

Practical jokes or horseplay has resulted in many serious and some times fatal injuries. A few of these horseplays are:

(Cont'd.)

- a. Scuffling or wrestling in and around the work area or moving machinery.
- b. Daring another person to break rules or to take chances.
- c. Squirting water, oil, etc., on other persons, greasing handles, tools, and equipment.
- d. "Goosing" is a common bit of horseplay which has had many serious results. This is especially true of "goosing" another person with an air hose.

Inattention and distraction are important factors in almost all accidents. Failure of the employee to give full attention to his task and permitting his attention to be distracted by other persons, activities, or nearby occurrences contribute to many accidents and injuries:

- a. Talking to other persons.
- b. Day-dreaming or worry.
- c. Watching nearby operations or activities.
- d. Watching other persons.
- e. Calling to persons performing a dangerous task or working on moving machinery.

Falls of persons, both on the same or from different levels, constitute a source of injury many of which are serious. A few common causes of falls are:

- a. Poor condition, i.e., holes, depressions, unevenness, tripping hazards, slippery surfaces, poor layout, inadequate lighting of floors, walkways and passage-ways.
- b. Makeshift ladders, work stands, etc.
- c. Damaged or worn out ladders, work stands, etc.
- d. Failure to use proper type ladders.
- e. Failure to secure ladder, placed at wrong angle, no ladder "feet."
- f. Insufficient or no guard rails or scaffolds, work stands, etc.
- g. Improper use of ladder or method of ascending or descending ladders.
- h. Running, hurrying, short cuts.

In addition to the common unsafe acts and/or unsafe conditions outlined above the following factors also must be considered as frequent contributing or direct causes of accidents and injuries.

(Cont'd.)

Disregard of safety rules and recognized safe practices or lack of knowledge in regard to them, on the part of both employees and supervisors, present a constant threat to the safety of both themselves and others, in addition to being a major cause of accidents and injuries.

Inadequate or lack of supervision is an important factor contributing to accidents and injuries:

- a. Failure to enforce safety rules and practices.
- b. Permitting unsafe work methods or conditions.
- c. Failure to require the use of and/or provide personal protective equipment, proper tools and equipment.
- d. Lack of instruction in proper work methods and use of equipment.
- e. Failure to instruct new employees regarding hazardous operations, rules, practices and to explain what is expected of them regarding safety and accident prevention.
- f. Permitting and/or instructing employees to take chances or perform operations in a hazardous manner.

The mental and/or physical condition of the employee is an important factor contributing to accidents and injuries:

Mental:

- a. Slow reactions, not alert.
- b. Worry about health, home life, finances, children, sickness.
- c. Day-dreaming about vacations, dates, hobbies, etc.
- d. Lack of rest.
- e. Nervous--neurotic.

Physical:

- a. Orthopedic--loss of arm, leg, crippled from previous injuries, diseases, etc.
- b. Weak heart.
- c. Deaf--dumb.
- d. Tuberculosis.
- e. Poor eyesight--blind, one eye, etc.
- f. Physical condition--muscular weakness, undernourished, small stature or body build, etc.

S A F E T Y C R E E D

I Believe in Safety.

Because:

1. It contributes to the preservation of life.
2. In the efforts to accomplish it, it brings about collective good will among people.
3. It creates mental ease by helping to eliminate fear.
4. In the individual study and application of safety, it makes one conscious of the welfare of his neighbor.
5. It results in longer life, better working conditions, better product and more profit, which benefits all mankind.

(Illustration)

Fire! First give the alarm; then try to put it out.

(Illustration)

To be sure—good grip firm footing.

(Illustration)

Now he'll clean up!

(Illustration)

If you see a dangerous condition, report it to your supervisor.

(Illustration)

It's 10 to 1. He broke a safety rule.

(Illustration)

Good housekeeping—is always in season.

(Examples of safety posters
by National Safety Council)

SAFETY IS COMMON SENSE.