

## 31 SAFETY AWARENESS PROGRAMS

### ANSWERS—QUIZ 1

1. a
2. b
3. a
4. b
5. b
6. d
7. b
8. d
9. b
10. c
11. b
12. The six basic human interest factors that can be used to create interest in a safety campaign are fear, pride, recognition, participation, competition, and financial gain.
13. First, managers should learn how to keep working conditions as safe as possible. Second, they must know how to motivate workers to follow safe procedures consistently, as part of good job performance.
14. Public utility crews hold this kind of meeting around their work trucks before starting a new job. They discuss the job, lay out the tools, and agree on each person's responsibilities.
15. Workers are kept on their toes for longer periods of time and, as a result, safe working practices are more likely to become habits.
16. A stunt that ridicules may give the people who were the objects of the stunt just cause to blame management for not setting up safe procedures or providing safe facilities and equipment.
17. They are the company workforce, the people who buy the company's products, and the people who may help the company in some other direct and profitable way.
18. The basic guidelines are use short sentences, simple words, and brief paragraphs.
19. The basic role of a safety and health committee is to create and maintain interesting safety and health and help reduce incidents. However, some companies believe there are drawbacks to formal committees. They feel the committees require a disproportionate amount of administrative time, appear to pass the buck, and sometimes stir up more trouble than

they are worth. In some cases, they may turn out to be a scapegoat for supervisors who want to unload their responsibilities. In these cases, the role of the committee needs to be reexamined and constructive changes implemented to lead the committee back to its original goal. Rotating membership on the committee might be one way to do this.

20. To offset differences between departments, management can establish handicaps based on annual rates set by insurance companies or on average incident frequency for the different kinds of work the departments do. OSHA is a reliable, impartial resource for these numbers; an issue that is important to workers who want to be sure the criteria are fair. Another way to overcome differences between departments is to base standings on improvement over past records. Using this method, the percentage change will indicate a department's progress. Usually an average of rates for the previous three to five years is used.

### ANSWERS—QUIZ 2

1. b
2. a
3. a
4. b
5. a
6. d
7. c
8. a
9. d
10. b
11. c
12. The three main indications that a safety campaign is needed in a workplace are an increased rate of injuries, incidents, and near-misses; deteriorating housekeeping and unused protective equipment and guards; and incomplete or missing incident reports.
13. He or she is responsible for translating management's policies into action and for promoting safety activities among the employees.
14. First, management wants to use all available resources to increase productivity and quality in the face of growing competition and, second, management understands employees want to accept new challenges and participate in activities that affect their work life.

15. A housekeeping walk offers visibility to the members of the safety committee and may prompt discussion on specific topics that need correcting.
  16. When a safety professional evaluates a company's PR efforts, he or she needs to ask (1) whether the company has a PR department and (2) whether there is an employee publication in the company.
  17. Awards for these suggestions are usually made in proportion to the saving derived by the company.
  18. The foremost warning is do not cover up bad news. Good media relations are of utmost importance.
  19. The measure of safety performance for an injury rate contest is OSHA's incidence rate. These kinds of contests should not be based on injury severity or a combination of severity and frequency. Determining severity is subjective and does not really contribute to incident prevention. Contests should not be based on reducing the amount of injuries because employees will simply stop reporting them. For this reason, injury rate contests carry an inherent risk of possible abuse. In addition to these drawbacks, peer pressure may cause some people not to report injuries and some administrators may feel pressure not to record injuries. These issues tend to make management focus more on the contest than on safety. As a result, the entire program is discredited.
  20. A report on the progress of a safety program might include the cost of incidents and the costs of prevention in terms that are significant to management. These costs include medical and compensation costs, production losses, sales losses, and increased maintenance costs incurred by incidents in the workplace. They also cover the hidden costs involved in administration problems and in affected public, customer, and employee relations. The report might describe safety achievements and compare incident rates and losses among departments. The fact that a company compiles and possibly publicizes safety information is an incentive to supervisors and employees. It reminds them that incident costs are as much a part of profit and loss as production, sales, maintenance, distribution, and advertising.
- cial gain. Visual materials, such as shocking posters or dramatic film, may play on workers' sense of fear. Trophies, awards, and letters of appreciation for safe workmanship could be used to appeal to the workers' sense of pride. Newsletters or photos that publicize safe work practices are one way of appealing to the desire for recognition. Having groups or individuals join in safety committees or campaigns plays to the desire to participate and "be one of the gang." Contests with attractive prizes appeal to competitive interests; monetary awards, including promotions and profit-sharing plans, appeal to workers' desire for financial gain.
2. Safety circles are a way to get employees actively involved in safety issues. Companies use them to reduce the number of unintentional injuries by keeping safety and all its important features foremost in the minds of employees. This implies a change in the employee's role from passive to active, while management's role becomes less negative and more positive. In many cases, safety circles are set up on a plant-wide and departmental level. They are generally held monthly for approximately one-half hour to one hour. Each meeting is generally preceded by a presentation covering the successes and problems the team experienced during the preceding month. The team reviews all injuries, including first-aid cases, as a means of measuring safety progress and pinpointing trouble areas. Usually each member is assigned a specific responsibility to review. Companies that use the safety circle concept report an improvement in their incident and injury experience.
  3. Award presentations help build better employee relations and promote interest in safety issues, so it is important they are successful. They require planning and should be in keeping with the importance of an occasion. The chosen location should be appropriate, not noisy or crowded. An individual award might be made in an executive office, for example, while a group award might be made in a conference room. Participants should know the agenda and those making the presentation should familiarize themselves with the significance of the award, the achievement it recognizes, and the background of the individual who earned it. In some cases, press coverage might be appropriate. Inviting VIPs to a presentation not only adds prestige, it shows their interest and commitment to safety.

### ANSWERS—CASE STUDY

1. The six basic human interest factors are fear, pride, recognition, participation, competition, and finan-