

SECTION 1

LEVELS OF PERFORMANCE

PRODUCTION was expressed in a large variety of units grouping into four classes—physical units, numerical quantities, dollar value, and indices. Since the quantity of production was expressed in such different units, it was impossible to combine the production performance of all the plants. Consequently analyses are presented elsewhere in this report for individual plants and for those groups that expressed production in the same unit. Sufficient information was available to determine the levels of performance for a group of 330 plants, each of which gave an experience record of four years or more, and a group of 717 plants, each of which gave an experience record of two years or more.

Nature of Changes.—The levels of performance-analysis were made by determining whether the changes in the accident and production rates from year to year were in the nature of increases or decreases. Since each change in the production rate occurred simultaneously with a change in the accident frequency rate, the nature of the changes, whether increases or decreases, indicated into which of the following attainments each annual experience of each company fell.

Attainment A.—A desirable performance was designated as Attainment "A," meaning thereby a case where an increase in the production rate was accompanied by a decrease in the accident frequency rate.

Attainment B.—A desirable performance in production, accompanied by an undesirable safety performance, was designated as Attainment "B," meaning thereby a case where an increase in the production rate was accompanied by an increase in the accident frequency rate.

Attainment C.—An undesirable performance in production, accompanied by a desirable safety performance, was designated as Attainment "C," meaning thereby a case where a decrease in the production rate was accompanied by a decrease in the accident frequency rate.

Attainment D.—An undesirable performance was designated as Attainment "D," meaning thereby a case where a decrease in the production rate was accompanied by an increase in the accident frequency rate.

In making the above classification of attainments and in developing this analysis only accident frequency rates were used. Furthermore, the actual values of the rates and whether these were high or low have not been used in this analysis of levels of performance—only the directional nature of the changes has been considered.