



LW. 8A WILMINGTON WORKS 1975-1978

SAFETY MANUAL

SAFETY PROGRAM OBJECTIVEI OBJECTIVE

To prevent injuries and illnesses both on and off the job.

DISCUSSION

1. **INJURY PREVENTION:** The objective of every program is injury prevention. All reports, statistics, meetings and inspections are worth nothing unless they prevent employee injuries. All employees must be educated and dedicated to preventing injuries to themselves and others. A realistic approach toward injury prevention must be taken. The likelihood of preventing every injury is highly improbable. However, motivated, educated and dedicated employees can prevent serious injuries. Serious injuries are those that require treatment by a physician rather than first-aid only.
2. **ON AND OFF THE JOB:** Dedicated employers and employees who strive to prevent injuries must take safety home. Injuries hurt just as much and cause as much trouble away from the job as on the job. Efforts to reduce either job or off-job injuries usually has a beneficial effect on the other.

II. PHILOSOPHY

1. Each job can and must be performed in a safe manner.
2. Employees can control their actions, so injuries and illness can be prevented.

DISCUSSION

1. **EACH JOB CAN:** Employers and employees must believe and dedicate themselves to the philosophy that each job can be performed safely. Some people think that it is impossible to perform some jobs without experiencing serious injuries. This is untrue since some plants and construction operations have worked many years without time losing or disabling injuries.

Employers must plan jobs, provide engineering controls, provide personal protective equipment, and train employees so jobs can be performed safely.

SAFETY MANUAL

SAFETY PROGRAM OBJECTIVE

2. EACH JOB MUST: Employers must insure that once employees realize jobs can be performed safely, that jobs are performed safely. This requires supervisory concern and dedication. If employees feel that management does not care whether they work safely or not -- then some employees will not work safely.
3. PERFORMED IN A SAFE MANNER: Job performance is a responsibility of employees and supervision. Evaluation of an individual's performance is supervision's responsibility. Once plant supervision dedicates itself to safety, they consider safety on an equal basis with production, quality, cost and morale. Thus, a job not performed safely is not performed properly.

The evaluation of each person's job performance must always consider safety along with other performance parameters. Where safety performance is substandard, a program for improvement must be developed.

4. EMPLOYEES CAN CONTROL THEIR ACTIONS: Unless all supervision and employees realize they are the controlling factors in a successful injury prevention program, a successful program will not be achieved.

Practically every injury is preventable by supervision and employees. Only a small fraction of injuries are unavoidable such as acts of God. Dedicated, hard-working, safety conscious people can prevent injuries.

III FUNDAMENTALS

1. PROVIDE AND MAINTAIN A SAFE AND HEALTHFUL WORK ENVIRONMENT THROUGHOUT THE ESTABLISHMENT.

SAFETY MANUAL

SAFETY PROGRAM OBJECTIVEDISCUSSION

- a. PROVIDE AND MAINTAIN: Management has the responsibility to provide a place of employment that is safe and healthful for employees. A successful injury prevention program can not be achieved unless the work environment is safe and healthful. Employees cannot protect themselves where proper engineering and administrative controls are not provided. An employee working near unguarded equipment will eventually be injured. The fact that an injury has not occurred is usually just luck.

Employers and employees are responsible for maintaining a safe and healthful work environment. The employee can, if not properly motivated and educated, change a safe workplace into an unsafe one by removing guards, neglecting to wear personal protective equipment, failing to follow safe practices, etc.

- b. THROUGHOUT THE ESTABLISHMENT: Safety has no boundaries either on or off the job. All parts of the plant or operation must be involved in the safety effort. Safety is not just for the high hazard areas, but also for the office areas. Many serious injuries occur in low-hazard situations.

All parts of the establishment and all employees must become totally involved in the safety effort.

2. INSURE THAT EMPLOYEES ARE PHYSICALLY FIT AND MENTALLY PREPARED TO PERFORM ASSIGNED TASKS SAFELY.

DISCUSSION

- a. PHYSICALLY FIT: Before employees begin work and periodically after being hired it must be determined by the employer that they are physically fit to perform the job. Some employee limitations would make them subject to injury if placed on the job. Also, previous loss of hearing etc., could cause compensation problems.

SAFETY MANUAL

SAFETY PROGRAM OBJECTIVE

Some employees could injure themselves by trying to work while physically unable or on medication. Thus, a continuing medical program should be maintained.

- b. **MENTALLY PREPARED:** Employees can be physically fit, but due to home and job pressure may not be mentally prepared to perform the job safely.

Many injuries have been traced to employee mental problems. Supervision has the prime responsibility for detecting potential mental problems that may cause injury.

- 3. **CONTINUALLY TRAIN AND GUIDE EMPLOYEES TO PERFORM THEIR ASSIGNMENTS SAFELY.**

DISCUSSION

- a. **CONTINUALLY TRAIN:** Employers must maintain an effective training program. New employees must be effectively trained before being assigned to the job. After the initial training, employees must receive repeat training on a regular periodic basis. Safe work habits must be developed; they do not occur naturally.

Safety training must be included in all training programs. Safety meetings are a good source of employee safety training. On-the-job training is very effective.

Safety inspections are also a good training method of employees and supervision.

- b. **CONTINUALLY GUIDE:** Supervision is responsible for continually guiding employees in performing jobs safely. Each supervisor must audit employee job performance and develop injury prevention practices.

Guidance frequently comes from the safety example set by supervision. A supervisor's words do not impress near as well as his actions.

SAFETY MANUAL

SAFETY PROGRAM OBJECTIVE

4. STRESS THAT EACH EMPLOYEE ACCEPT INDIVIDUAL RESPONSIBILITY FOR HIS PERSONAL SAFETY AND SAFETY OF FELLOW EMPLOYEES.

DISCUSSION

- a. INDIVIDUAL RESPONSIBILITY: Unless supervision and employees realize they, as individuals, are responsible for safety, injuries will continue to happen.

Responsible individuals will look out for themselves and their fellow employees. Most of the industrial injuries today are caused by employee unsafe acts. Thus, it is vital to continued injury reduction that individual responsibility be stressed.

5. TAKE REQUIRED DISCIPLINARY ACTION FOR WILLFUL, REPEATED EMPLOYEE UNSAFE ACTS.

DISCUSSION

- a. REQUIRED DISCIPLINARY ACTION: No safety program can succeed without the three basis E's (Engineering, Education and Enforcement) of safety. Disciplinary action by employers is the enforcement part of the 3-E approach.

Unless employees realize that management will enforce their safety rules, some employees will not follow the rules.

- b. WILLFUL AND REPEATED UNSAFE ACTS: Disciplinary action need not be taken for every safety rule violation or unsafe act. However, when violations and unsafe acts are repeated or willful, they must be handled properly through disciplinary action.

It is necessary that the disciplinary action by employers be handled fairly, uniformly and promptly and without malice or in anger.

SAFETY MANUAL

DEFINITION OF RESPONSIBILITIESI PERSONNEL DEPARTMENT

1. The Personnel Department is responsible for reviewing the general Safety Program during the hiring process. On the first day of employment prior to reporting to the job, a two hour orientation will be presented to all new employees. New employee orientation will be presented to all new employees. New employee orientation will cover such areas as: Wilmington Works Safety Rules, reporting injuries, use of the Clinic, Workmen's Compensation, Company insurances and benefits.
2. The Personnel Department is responsible for all accident reports/reporting for Company, State and Federal requirements and Trade Associations.
3. In the area of medical treatment of employees, the Plant Nurse is responsible for the care and treatment of injured employees. The Plant Nurse reports to the Safety Director
4. The Safety Director reports to the Personnel Manager. His job responsibilities are broad in the areas of safety, health and fire protection and will be outlined further in other sections of this manual. His general responsibilities are not to be taken as relieving direct supervision of their safety responsibilities.

II SUPERVISION

Supervision is directly responsible for the physical safety and well-being of employees working within their area by:

1. Enforcing Plant Safety Rules/Procedures.
2. Maintaining safe, physical surroundings and encouraging safe work habits.
3. Investigating accidents and completing necessary Accident Information Reports.
4. Investigating near-miss incidents and completing necessary reports.
5. Creating a working atmosphere in which employees can and will work free from accidents.

SAFETY MANUAL

DEFINITION OF RESPONSIBILITIESII SUPERVISION

6. Constantly being on the look out for safety hazards or any conduct by employees that could result in an injury or incident.
7. Conducting Safety Meetings twice a month with employees.
8. Meet monthly with Safety Committee to discuss and review safety performance, problems and needs.
9. Having brief safety talks and on-the-job training for employees transferring into the area.
10. Performing weekly walk around inspections with the Safety Committeeman.
11. Submitting Safety Work Orders to M&C for repair of items that cannot be handled within the area.

III MAINTENANCE & CONSTRUCTION SUPERVISION

Maintenance & Construction Supervision are responsible for the physical safety and well-being of employees through:

1. Enforcing Plant Safety Rules/Procedures.
2. Maintaining safe physical surroundings and encouraging safe work habits.
3. Safely and properly repairing and maintaining existing shop equipment.
4. Safely and properly installing new equipment.
5. Operating the Preventative Maintenance Program.
6. Giving proper preference on in-plant repairs to those work orders that are marked "Safety" by shop supervision.
7. Serve as the Fire Brigade. Maintain and inspect on a regular basis all fire prevention materials and equipment. (See item: 400.02)

SAFETY MANUAL

IV EMPLOYEES

The general employee workforce is responsible for:

1. Following established Plant Safety Rules/Procedures.
2. Reporting all injuries and incidents to supervision immediately.
3. Reporting safety hazards to supervision.
4. Providing information to supervision for thorough investigation of injuries and incidents.
5. Participating in Safety Meetings/training.
6. Serving on Plant Safety Committees and Emergency Teams.

THE BABCOCK & WILCOX COMPANY
POWER GENERATION GROUP

To

S. E. SINGLETON - SAFETY & HEALTH - BARBERTON

From

K. C. KOCHHAR - SR. FACILITIES ENGINEER - WILMINGTON

BDS 663-6

Cust.

File No.
or Ref.

Subj.

ASBESTOS PRODUCTS

Date

AUGUST 8, 1978

This letter to cover one customer and one subject only.

A survey is being made for the asbestos products which are being used at Wilmington Works. The purpose is to identify all purchased or stock items containing asbestos. We plan to develop a list of alternate products and eventually try to substitute the asbestos products with safe products.

I understand you have done a lot of work in this area and have a lot of information available with you. I would very much appreciate your initial feedback and your thoughts regarding this matter by August 16, 1978.

KC Kochhar
K. C. KOCHHAR

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cc: J. D. Coleman
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"Committed to Excellence"