conoco

A

Interoffice Communication

To : Distribution

From : C. R. Miller & A. H. Sather

Date : October 8, 1980

Subject : SAFETY

In the very near future a meeting will be held regarding plant and departmental safety performance. The meeting will be open in nature and an outline of the format is attached for your review. We encourage you to review the safety rules and safety procedures prior to your attendance. The personnel attending will be limited to First and Second Level Supervisors and Department Heads on a departmental basis. We encourage your active involvement in the meeting, so come prepared to discuss the problems you have with regard to safety, as well as constructive suggestions you might have to help improve safety performance.

C R Miller

C. R. Miller
Plant Superintendent

A. H. Sather

A. H. Sather
Safety Director

cjt

Attachment

Distribution: Vinyl, Compound, and Maintenance Supervisors, PEM, JRM, SJV

A

GUIDE TO IMPROVING

SAFETY PERFORMANCE

1. React To Incident Reporting Positively

   This is the key to each employee's willing involvement. It is through this channel we can control future, perhaps more serious, incidents which end up as equipment damage or worse, our employees getting injured. (Non-accident/injury situations)

2. Devote More Attention to Loss Control Performance

   Prevention is the name of the game. Performance measurements should be made on employee compliance with regards to their use of personal protective equipment, safety rules, operating procedures, and the like.

3. Recognize Individual Safety Performance

   Pay attention to those employees who use safe work methods. Let them know you see and appreciate their efforts in this regard. Our work should focus more frequently on the development of pride in good performance.

4. Demonstrate Personal Belief By Action

   Make sure that information shared by incident reporting is followed up. If you feel that a more serious incident which could occur which might injury people or damage equipment, take action promptly.

5. Make Mountians Out of Mole Hills

   Incident seeds can grow and lead to accidents or injury. Highlight examples of incidents which were reported correctly that did prevent an accident or injury. If you observe an employee committing an unsafe act, stop him, take him aside if with others, explain what was dangerous about what he did and how you want him to correct his work method. In all of your efforts in this regard, avoid embarassment of the employee by focusing on the problem with his work method, not on him.

6. Develop an Understanding of the Need for Incident Information (Value Awareness)

   Use meetings and personal contacts to emphasize the many values to be gained by everyone when incidents are reported. Make this an important part of your safety meetings. Employees who are new on a job find the sharing of this type of information quite helpful.

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ABERDEEN PVC PLANT

SAFETY PERFORMANCE STATISTICS 1980-TO-DATE

CHART I

DEPARTMENTAL INJURY ANALYSIS

DEPARTMENT	# FA	% TOTAL	# MC	% TOTAL	TOTAL INJURIES	% TOTAL
Maintenance	15	41	8	50	23	43
Compound	10	27	4	25	14	26
Vinyl	9	24	3	20	12	23
Laboratory	2	5	1	5	3	6
Office	1	3	0	0	1	2
Receiving & Warehouse	0	0	0	0	0	0
	37	100	16	100	53	100

CHART II

INJURY BY BODY PART

BODY PART GROUP	NUMBER	PERCENT
1. Hands/Fingers/Arm	30	55
2. Back	6	11
3. Legs/Feet/Toes	9	16
4. Eyes/Face/Head	9	16
5. Chest	1	2
	55	100

CHART III

OFF THE JOB INJURY REPORT

	DISABLING INJURY DISTRIBUION				EXPOSURE	MANDAYS	FREQUENCY
	HOME	PUBLIC	TNSP.	TOTAL	MANHOURS	LOST	RATE
August Only	3	1	4	8	73,632	71	108.64
Year-to-Date	10	2	4	16	593,112	154	26.98

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SAFETY PERFORMANCE

IMPROVEMENT

PLAN

I. REVIEW OF 1980 SAFETY PERFORMANCE

A. Plant Injury Performance By Department (Chart I)

B. Injury By Body Part Group (Chart II)

C. Off-the-Job Injury Performance (Chart III)

II. AREAS OF GREATEST NEED

A. Current Monthly Injury Summary - Departmental Experience

B. Employee Attitude Effects

C. Incident Control Vs. Accident/Injury Control

D. Way of Life Approach Requires Recognition and Avoidance of Incident Producing Situations

III. TARGET ACTION AREAS

A. Control of Incident Producing Situations Through Positive Safety Reminders and Examples By Chain-of-Command

B. Recognition and Use of 1-10-30-600 Relationship

C. Attitude Improvement Through Positive Reinforcement of Good Results (Way-of-Life Method)

D. Require Safety Performance Through Strong Stand on Existing Controls

E. Use of Disciplinary Methods in Case of Repeat Situations or Serious Infractions of Rules

STANDARDS

ATTITUDE (APATHY)

FEAR (PEER PRESSURE)

EXPERIENCE

TRAINING (TO PERFECTION)

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conoco

Interoffice Communication

To ALL SUPERVISORS

From A. H. Sather

Date October 2, 1980

Subject SAFETY MEETINGS

The October Safety Meeting topics are "SLIPS AND FALLS" and "HAND INJURIES".

Slips and falls, and hand injuries account for nearly 50 percent of the injuries experienced in the plant to date in 1980. When medical cases are separated from the total injury experience, these types of injuries amount to 75 percent of the total. Taken individually, slips and falls account for 19 percent and hand injuries account for 56 percent of the medical cases. With the trends in the weather during fall and winter, the potential for these types of injury increases. Efforts must be made by each of us to plan our work far enough ahead so as to be prepared to minimize the potential for injury. As you review the materials noted below with your personnel, ask that they provide input regarding potential areas for these types of injury to occur and then take action to correct them.

1. FILM - SLIPS AND FALLS - This Conoco produced film reviews the many different ways Conoco employees can suffer slip and fall type injuries while performing their normal duties. Although the settings are different, many of the situations are not. Most of the situations deal with problems we encounter on a daily basis. Where ever possible, our efforts need to be directed toward preventing slip and fall type injuries through positive methods of repair or recognition of unsafe conditions and avoiding them.

2. Review the article "TEN SAFETY RULES HELP PRESERVE ALL TEN OF YOUR FINGERS." Most of our work requires us to exert effort, or force to accomplish the tasks to be done. We must therefore plan our work well enough so as to allow us to recognize and avoid situations which can lead to injury.

A. H. Sather

A. H. Sather

jf

Attachment
c: CLM, CRM, Department Heads, VAB, JGR

A

TEN SAFETY RULES HELP PRESERVE ALL TEN OF YOUR FINGERS *

It has been established that in a given year there will be half a million accidents in which hands are severed, crushed, mangled or burned. The National Safety Council points out that hand injuries account for nearly 25% of all industrial injuries.

Strick adherence to the 10 rules listed below will greatly reduce the number of hand injuries. These rules apply both on and off the job.

1. BEWARE OF PINCH POINTS. Train yourself to recognize pinch points and avoid placing your hands and fingers in such hazardous spots.

2. EXPECT THE UNEXPECTED. When using wrenches, persuaders, bars and other hand tools where you expect resistance, anticipate that the tool might slip or the object to which pressure is being applied may suddenly give way. Failure to anticipate such a move could result in painful and serious injuries to hands and fingers.

3. INSPECT TOOLS. Check to see if they are in good condition and safe to use. A wrench with worn or spread jaws, a mushroom-headed chisel, a worn screwdriver, or a hammer with a cracked handle are examples of defective tools that frequently result in injury to the hands and fingers.

4. DO NOT WORK ON MOVING EQUIPMENT UNNECESSARILY. If the equipment can be stopped, do so. Working on moving equipment presents a real threat to hands and fingers.

5. REPLACE MACHINE GUARDS FOLLOWING REPAIRS THAT REQUIRE REMOVAL OF GUARDS.

   The presence of machine guards is an important factor in keeping hands and fingers out of danger areas.

6. BE MINDFUL OF EQUIPMENT THAT STARTS AUTOMATICALLY. Never work on such equipment without first de-energizing it and eliminating the possibility of automatic start.

7. DE-ENERGIZE ELECTRICAL EQUIPMENT PRIOR TO WORKING ON IT. Flash burns due to electrical equipment shorting out are an ever-present threat to hands and fingers when work around such equipment is being performed.

8. BE MINDFUL WHEN CLOSING DOORS. Keep hands and fingers clear. It is a safe bet that everyone has at one time or another caught a finger in a door. Attention to detail can prevent this painful and sometimes serious injury. Also, watch for children's fingers in the family car.

9. AVOID TOUCHING LINES OR EQUIPMENT THAT ARE HOT. Every hot line or hot piece of equipment is a potential source of painful injury to any hand or finger that comes in contact with it.

10. IF THE WORK BEING PERFORMED REQUIRES GLOVES, USE THEM. Gloves offer protection from wood and metal splinters, caustics, acids, electrical burns, thermal burns, chemicals and many other sources of injury.

Don't expose your hands to hand traps. Think as you work. Give your hands and fingers special protection by using foresight and avoiding those situations that have a potential for injury.

VAB.0001026277

*National Safety Council, Petroleum Newsletter, September, 1980.

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Interoffice Communication

To DEPARTMENT HEADS

From A. H. Sather

Date September 26, 1980

Subject DELEGATION OF AUTHORITY

I will be out of the plant Monday, September 29th until Thursday afternoon, October 2, 1980. During my absence, Morris Williams will be Acting Safety Director.

Jerald Uptain will be out of the plant for part of the week of September 29th and Jerry Roberts will be out of the plant beginning Monday, September 29th through part of the week of October 20th for turnaround work at the VCM plant.

A. H. Sather

A. H. Sather

jf

c: CLM, JLH, MHW

Con-O-Note

CONOCO

To Morris Williams

c: SJV

Dept.

Subject Acting Safety Director Assignment

Date 10/9/80

Memo

Thanks again for filling in for me during my absence from the plant the week of Sept. 29, 1980. I appreciate your candid feedback during our discussion before and after. The comments you made were constructive and helpful.

By Al Sattler

Reply

Date

By

VAB.0001026279

Send white & pink copies with carbons intact, white copy is returned with reply.

1-51X3, 7-71

A

Interoffice Communication

To : ALL SUPERVISORS

From : A. H. Sather

Date : September 4, 1980

Subject : SAFETY MEETINGS

The topic for September Safety Meetings is EYE SAFETY.

Our eyes are one of our most valuable assets. Without them, even simple tasks which we take for granted become very difficult. The eye has very few natural defenses and is therefore easily injured. Our safety rules and procedures have been designed to minimize hazardous exposure to the eyes and must be followed without exception. The specific topics of coverage are noted below.

1. SAFETY RULES AND PROCEDURES

   Review Section II, Protective Equipment, parts A, F, J, and K, and Section XI, Lift Truck Operation, part Y. The eye and face protection portions of the Safety Control Permit System should also be reviewed. These parts include paragraph 3 on page 4, as well as the eye and face protection portions of the Plugged Line Safety Procedures. All personnel performing cutting and welding operations must wear either cutting goggles or welders' hoods.

2. FILM - "DON'T PUSH YOUR LUCK"

   This award winning film uses the true story of William Frank to clearly illustrate the need for everyone to wear the proper eye protection at all times while on or off the job. Ask your employees to consider what their lives would be like if an injury like William Frank's were to happen to them. Please emphasize to all of your employees that using the proper safety equipment is a responsibility they have to themselves, their families and to CONOCO. (CAUTION: This film has been used many times - use it carefully so others can see it.)

If you have any questions regarding any of the above, please contact me on extention 2272.

A. H. Sather

A. H. Sather
Safety Director

cjt

c: CLM, CRM, Department Heads, JGR, VAB

A

conoco

Interoffice Communication

To : All Supervisors

From : A. H. Sather

Date : July 30, 1980

Subject : SAFETY MEETINGS

The monthly topic for August is "Teamwork". Safety programs which are successful are those which have everyone working toward a common goal - injury prevention. Everyone is responsible for his own personal safety and the safety of his co-worker. Safety reminders given in a positive way help keep all of us working injury free. So keep your eyes open and give that safety tip to your buddy who might get himself hurt using an unsafe work method, or a defective or improper tool.

Specific items to be covered are shown below in order.

1. Safety Control Permit Procedure

   Review the three (3) different types of work permits (safe work, hot work, entry). Particular emphasis must be placed on the fact that all safety controls must be either in place (i.e. locks, tags, permit white copies, gas checks, entry checklists/blinds, etc.) or formally specified on the permit before the issuing department can authorize work to begin. The role teamwork plays in this is critical to the safe execution of work. Several people reviewing the job can see more problems which can have an impact on the job. Remember, permits are formal communication tools which help all of us control the safety of our work - use them to our fullest advantage.

2. File - "Line Breaking"

   Many of the items covered in this film are contained in the "Plugged Safety Procedures" portion of the Safety Control Permit System. Where differences exist, our procedures must be followed. Knowing where emergency safety equipment is located and that it works properly can reduce the severity of injury or the cost of repairs due to accidents.

If you have any questions regarding any of the above, please contact me on extention 272.

A. H. Sather

A. H. Sather
Safety Director

cjt

c: CLM, Department Heads, VAB, JGR

A

TO: ALL Supervisors
From: A.H. Sather
Date: July 1, 1980

Subject: SAFETY MEETINGS - JULY

The emphasis TOPIC for July is CLIMBING SAFETY. Coverage of this Topic should be as follows.

1) Kodak Slide and Tape Show - Ladder Safety. This Animated Slide and Tape shows illustrates the fundamentals of safe ladder usage. Please note that the show must be started with the blue background "ladder safety" title slide being projected onto the screen.

2) 1980 SAFETY RULEBOOK - Several portions of the safety rulebook should also be reviewed and discussed regarding climbing. These sections include:

A. II. Protective Equipment, Paragraph I - Safety belts.
B. VIII. Ladders and Scaffolds - the entire section.

Periodically, straight or extension ladders must be positioned against buildings. Whenever this occurs, several additional points must be considered. The ladder must be positioned such that the user's shoulders get no higher than the top rung and the top of the ladder must be against a well supported section of the wall. If the wall is not strong enough to support the top of the ladder, a spreader bar (2"x4"x3') shall be used to spread the load over a larger area.

C: CLM, DH, WAB, JGR

If you have any questions regarding the topics or how to use the slide projector, please call me on ext 272.

VAB0001026282

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Interoffice Communication

To : All Supervisors

From : **A. H. Sather**

Date : June 4, 1980

Subject : SAFETY MEETINGS - JUNE

The June emphasis is on falls. Specific areas of coverage are noted below.

1. Film - DOWN AND OUT

   This National Safety Council film discusses the causes of falls and the possible injury consequences. You will note that many of the causes discussed relate to poor housekeeping practices or inadequate work methods which cause us to loose our balance and become injured. Supervisors should focus in on areas within their department which can cause falls and are illustrated in the film. Extra time should not be devoted to ladders as this is the emphasis topic for July.

2. Hot Water Cleaning Cart

   The plant recently put a hot water cleaning cart into operation. To date, personnel in Vinyl and Plasticizer have received training regarding the proper use of this device. Copies of the operating procedure were distributed on April 15, 1980. The unit is capable of removing slippery material (i.e. oil, grease, algae, etc.) from walking and working surfaces and should be used routinely to minimize accumulation of these materials. Please review the use of the unit per the operating procedure.

In order that our Safety Meetings have the greatest impact, please practice the following:

1. Make sure that you have devoted time to your preparation by reviewing all necessary support materials at least 24 hours prior to the scheduled meeting.

2. Schedule the meeting before shift change so that your people are as alert as possible.

3. Use practical examples found in your department which emphasize the important points.

4. Challenge your employees to look for items which need attention (theirs and yours).

(OVER)

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5. Personal follow-up on your challenge is very important. There are two reasons for this. One is to give each supervisor specific opportunity to observe their employees' work performance for safety and the other to see what problems, if any, they have relative to performance of work.

If you have any questions, please call me.

A. H. Sather

A. H. Sather
Safety Director

cjt

c: CLM, CRM, JRM, SJV, JLC, RAF, RDJ, TBD, VAB, JGR

A

conoco

Interoffice Communication

To : All Supervisors

From : A. H. Sather

Date : May 2, 1980

Subject : SAFETY MEETINGS

The May Safety Meeting emphasis shall be on Housekeeping and lifting as noted below. (The engineering group topic is noted as item 3.)

1. Film - Housekeeping Means Safekeeping - This is a general housekeeping film. Although it doesn't focus upon the chemical industry as such, it discusses the same problems we face. Each supervisor should focus in on areas within his department that can cause slips, falls, and other problems which relate to housekeeping.

2. Booklet - Lift Safely - This 18 question programmed instruction booklet covers the important fundamentals of manual lifting. Injuries to backs in the plant are much too frequent and make-up 25% of the 1979 medical cases. This type of injury can cause temporary and permanent disabilities easier than any other type of injury we experience. In addition, the pain and suffering it causes just isn't worth the shortcuts employees take to do their work. (Pencils and lift safely booklets are stored in the podium. Please return all pencils so that others can use them.)

3. Engineering - Practical Rigging Applications - This discussion should focus upon the practical use of rigging methods and equipment which can be used in construction, repair and/or equipment operation. Particular emphasis should be placed on recognition of unacceptable (dangerous) methods, cable configurations, termination equipment, and the like. Several projects are currently in process which utilize rigging equipment which should also be discussed.

During the April Supervisor's Meetings, several important items were discussed regarding preparation, presentation, and follow up.

These items were:

1. Preview all films and written support materials at least 24 hours prior to meeting time.

2. Schedule the meeting before shift change so that the employees are receptive to the information being presented.

3. Use practical examples found in your department which emphasize the important points.

4. Challenge your employees to look for items which need attention (theirs and yours).

5. Personally follow-up on a person-to-person basis to see what your employees found that creates problems. Make sure your employees know what work methods you expect them to use and then follow-up. Use positive approach counseling methods to gain their commitment.

If you have any questions regarding any of the above, please call me.

A. H. Sather

A. H. Sather
Safety Director

cjt

c: CLM, Department Heads, JAD, VAB, JGR

A

conoco

Interoffice Communication

To : All Supervisors

From : A. H. Sather

Date : March 31, 1980

Subject : Safety Meetings

The April Safety Meeting emphasis shall be on lockout, guarding of live electrical parts, the Plant Emergency Plan, and railcar safety as noted below.

1. Film - "Lockout for Safety" - This film was produced by Allied Chemical in accordance with their work methods. You will note that in our plant we follow the "one man - one lock" rule exclusively for each piece of equipment we work on except as noted in our lockout procedure. This rule applies to work being performed by all departments. Following the film, you should plan to review the lockout procedure (Safety & Health Manual Section 1.340, dated 11-27-78). When your meeting is done, everyone should clearly understand that the lockout procedure means that they must lock, tag, and try to start the equipment they are to work on before the work begins.

   PLEASE NOTE: THIS FILM WILL BE RETURNED TO HOUSTON APRIL 23, 1980!

2. Live Electrical Parts - Only authorized personnel have authority to open electrical enclosures. All electrical enclosures must cover all live (energized) parts such that the energized parts are guarded against accidental contact. All wiring must be within conduit or proper sheathing. All junction boxes and conduit fittings must be covered. If you or any of the employees working for you know of problems with electrical switch gear, conduit openings, exposed live parts or other electrical problem, they should be reported and measures taken to correct them.

3. Emergency Plan - Review the plan (Safety & Health Manual Section 1.230) and cover any additional pertinent plans which are a part of your department's operating procedures. In addition, please cover the following:

   a. If the fire alarm is sounded, hose crews should report to the problem area and assemble upwind of the fire.

   b. Lead Operators should make sure the fire pumps are operating when major leaks occur in the reactor areas and only the fire monitors are in use. If the pumps are not operating and there is flow through the monitors from the process water system, the pumps can be started by briefly opening the deluge water valve to the sphere from the old module control panel.

4. Railcar Safety - In the past three (3) months, two (2) serious injuries have occurred involving employees climbing down from railcars. Please cover the following rules regarding railcar ladders.

   a. Always climb with both hands free.

   b. Always make sure your grip is positive before proceeding.

   c. Always use the ladder from top to bottom (making sure that both the end and side sections are used).

   d. Make sure you step onto solid ground at the bottom of the ladder.

If you have any questions regarding any of the above, please contact me.

A. H. Sather

A. H. Sather
Safety Director

cjt

c: CLM, Department Heads, JAD, VAB, JGR

A

AHS

Interoffice Communication

To DISTRIBUTION

From A. H. Sather

Date February 29, 1980

Subject MARCH SAFETY MEETINGS

The March Safety Meeting emphasis shall be on hand injuries, the most common type we experience. Our hands are the most important tools we use to perform our work. If we don't protect them by planning ahead, and performing our work in a safe manner, we - as individuals - suffer pain and possibly a reduction in our ability to perform our work efficiently. Please plan to conduct your meetings around the following in order:

1. Film - "THE HANDTRAP TEST" - Before you show the film, pass out a copy of the handtrap test form (available in the training room) to each attendee. Instructions are given for the test in the film. The tests may or may not be collected - departmental option. The primary goal is to know, recognize, and avoid handtraps. (Answers on training room podium.)

2. 1979 Occupational Injury Summary - Unsafe acts cause more injuries than all other causes (see P. 5). Please note that we consistently see the greatest portion of our injuries to the hands and arms and that we are seeing an increase in the number of burn, contusion (bruise), and muscle strain type injuries (P. 6). Strong efforts on everyone's part on reducing hand/arm type injuries will show a marked improvement in plant safety performance.

3. Knife Usage - Review knife usage in your department (i.e. where used, what jobs, etc.). Incorporate the following rules into your meeting:

   A. Use Proper Knife - All knives used as part of the normal job (debagging, mill operation, etc.) shall be of the hooded razor knife type available in the stockroom. Pocket knives can be used for some jobs but must be handled with caution. Knife sharpening must be done with stone on a table or other stationary object.

   B. Condition - Hood must cover blade completely, hood return spring must be strong, blade must be sharp, etc.

   C. Use

      1. Always cut away from yourself.
      2. Hold knife only when you actually need to cut. Knife should be stored in a handy location at all other times.

C. Use (Cont.)

3. Keep hands, fingers and arms away from cutting area.
4. Pay attention to what you are doing - avoid being cut.
5. When bag charging materials have knife in handy storage area; place bag in position; pick up knife with one hand/other hand clear of cutting zone; cut along edge opposite you adding additional cut at 90° at each end (i.e. ⊢——⊣); put knife down; empty bag.

C. Report and explain any other rule you have found helpful in dealing with knife safety so that it can be shared.

If you have any questions regarding this assignment, please contact me.

A. H. Sather

A. H. Sather

jf

Attachment
DISTRIBUTION: CLM, Department Heads, Supervisors, JGR, VAB

OCCUPATIONAL INJURY SUMMARY

FOR

ABERDEEN CHEMICAL PLANT

Injury Record	1977	1978	1979
First Aid Cases	52	43	42
Doctor Cases	10	8	12
Disabling Injuries	0	1	1
Total Injuries	62	52	55
All Injury Frequency Injuries/MM Manhours	132	106	113
Disabling Injury Frequency Rate	0	2.05	2.06

Injuries by Department

	1977			1978			1979		
	Injury	Manhours	Injury Frequency	Injury	Manhours	Injury Frequency	Injury	Manhours	Injury Frequency
Maintenance	23	110,821	207.5	17	114,367	148.6	25	109,384	228.6
Safety	0	18,456	0	0	16,153	0	1	17,631	56.7
Vinyl Dryers)*	11	66,218	166.1	16	121,729	131.4	17	114,552	148.4
Vinyl Reactors)*	4	34,852	114.7						
Compound	13	94,578	137.4	12	96,712	124.1	6	96,115	62.4
Laboratory	5	59,393	84.1	5	61,425	81.4	2	60,096	33.3
Engineering	0	27,621	0	1	27,945	35.8	2	40,624	49.2
Adm. Services	6	45,911	130.6	1	42,031	23.8	2	41,068	48.7
Administrative	0	12,621	0	0	8,192	0	0	6,133	0

* Vinyl Dryers and Vinyl Reactors were combined as the Vinyl Department in October, 1977.

Injury Location

Compound Department	1977		1978		1979
Compound	10	Compound	13	Compound	5
Dry Blend	2	Dry Blend	4	Dry Blend	2
P-1	3	P-1	1	P-1	5
				Bagging Machine	1

Laboratory Department	1977		1978		1979
Development	3	Development	3		0
Quality Control	1	Quality Control	1		

Vinyl Department	1977		1978		1979
Dryers	11	Dryers	12	Dryers	10
Yard	3	Yard	4	Yard	8
Bagging Machine	3	Reactors	6	Reactors	12
Reactors	4			Bagging Machine	4

Maintenance Department	1977		1978		1979
Electrical & Instrument	2	General Maint.	5	General Maint.	2
Utilities	2			Utilities	2
General Maint.	10				

General Plant & Other Areas	1977	1978	1979
	8	3	4

VAB.0001026292

Injuries by Departmental Group

Maintenance	1977		1978		1979
"A" Mechanic	10	"A" Mechanic	13	"A" Mechanic	16
"B" Mechanic	3	"B" Mechanic	2	Mechanic Helper	2
Mechanic Helper	2	"A" Machinist	1	"A" Machinist	1
"A" Machinist	1	Instrument Technician	1	Instrument Technician	3
"A" Electrician	4			Electrician	3
Building Attendant	2				
"A" Utility	1				

Administrative Services	1977		1978		1979
Storekeeper	1	Warehouseman	1	Clerk	2
Warehouseman	3				
Secretary	1				
Clerk	1				

Vinyl Dryers	1977
"A" Operator	3
Utility	5
Yard Operator	3

Vinyl Reactors	1977
"A" Operator	4

Vinyl Dept. (Combined)	1978		1979
Lead Operator	1	"A" Operator	8
"A" Operator	5	Yard Operator	3
Yard Operator	2	Utility	2
Utility	3	General Helper	1
Casual	4	Casual	2
Supervisor	1	Supervisor	1

Compound	1977		1978		1979
Compound Operator	3	Compounder	4	Compounder	1
"A" Operator	1	Compound Operator	2	Compound Operator	2
Utility	4	Utility	5	Utility	1
General Helper	3	Casual	1	Supervisor	1
P-1 Operator	2				

Safety	1977	1978		1979
	0	0	Compound Utility	1

VAB.0001026293

Injuries by Departmental Group (Cont.)

Engineering	1977		1978		1979
	0	Process	1	Process	2

Administration	1977	1978	1979
	0	0	0

Laboratory	1977		1978		1979
"A" Technician	1	Lead Technician	1	"A" Technician	2
Development Tech.	3	"B" Technician	1		
Supervisor	1	Development Tech.	3		

VAB.0001026294

Accident Cause - 1977

30 of 62 total or 48% unsafe act.
13 of 62 total or 21% unsafe act caused by unsafe condition.
12 of 62 total or 19% unsafe condition.
4 of 62 total or 7% unsafe act and unsafe condition.
3 of 62 total or 5% uncontrollable

Accident Cause - 1978

21 of 52 total or 41% unsafe act.
15 of 52 total or 29% unsafe act caused by unsafe condition.
7 of 52 total or 13% unsafe condition.
7 of 52 total or 13% unsfae act and unsafe condition.
2 of 52 total or 4% uncontrollable.

Accident Cause - 1979

28 of 55 total or 51% unsafe act.
10 of 55 total or 18% unsafe act and unsafe condition.
9 of 55 total or 16% unsafe condition.
7 of 55 total or 13% unsafe act caused by unsafe condition.
1 of 55 total or 2% uncontrollable.

Injury Distribution - 1977

38 employees with 1 injury each.
9 employees with 2 injuries each.
2 employees with 3 injuries each.
49 employees or 21% of workforce produced 100% of injuries.

VAB.0001026295

Injury Distribution - 1978

39 employees with 1 injury each
5 employees with 2 injuries each
1 employee with 3 injuries each
45 employees or 20% of workforce produced 100% of injuries

Injury Distribution - 1979

38 employees with 1 injury each
7 employees with 2 injuries each
1 employee with 3 injuries each
46 employees or 19% of workforce produced 100% of injuries.

Types of Injuries	1977	1978	1979
Fingers - Hands - Arms	40	27	36
Legs - Knees - Feet	6	6	8
Eyes	8	8	6
Back	3	8	5
Head - Face - Neck	5	7	3
Abdomen		1	5
Chest		1	

Classification of Injuries	1977	1978	1979
Laceration	16	11	11
Burn	11	9	14
Contusion	9	10	15
Abrasion	5	9	6
Puncture	6	2	1
Foreign Object	8	8	6
Muscle Strain	4	3	8
Fracture	3	2	1
Other		3	

VAB.0001026296

Injuries by Month	1977	1978	1979
January	11	6	2
February	9	5	4
March	3	2	2
April	4	7	3
May	3	7	5
June	6	7	7
July	2	3	5
August	8	4	4
September	7	3	6
October	5	7	5
November	3	1	7
December	1	0	5

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conoco

Interoffice Communication

To ALL SUPERVISORS

From A. H. Sather

Date January 30, 1980

Subject SAFETY MEETINGS

The primary emphasis topic for February Safety Meetings is:

PLUGGED LINE SAFETY PROCEDURES

Supervisors should plant to obtain a copy of the procedures and study the ones which apply to their operation. Any questions which occur should be properly answered before the crew meeting by the appropriate personnel.

The Laboratory and Warehouse Supervisors should review the procedures to make sure their personnel are aware of what exposures they should avoid through an abreviated review of the plugged line procedures. In addition, these departments should plan to show the film "28 GRAMS OF PREVENTION" available in the Safety Training room following supervisory preview of same. Each of the above departments should discuss specific items from the film in relation to our operation.

Regarding reporting and shift attendance to the normal safety meetings, the following changes shall become effective immediately.

A. Relief Supervisors conducting safety meetings for the regularly assigned Supervisor should indicate the shift (i.e. A, B, C or D) and Supervisor for whom the meeting is being done for.

B. Copies of Safety Training Meeting reports should be distributed to the Plant Manager, Safety Director, Department Head, Nurse and any other person as directed by the various departments.

C. Unless an exception is granted by the Safety Director in writing, all personnel attending the meeting shall be indicated by their signature.

D. Yard personnel shall attend the regular meetings of the Vinyl Department shift they normally follow. Utility Technicians shall attend the meetings of the Laboratory shift they follow. The Supervisors to whom these personnel are assigned shall conduct a safety meeting for their personnel on at least a quarterly basis. Additional meetings should be conducted on an as-needed basis to cover specific problems on a timely basis.

A

Attached, please find additional information which should also be covered in your February Safety Meetings regarding the new portable safety eyewash and safe attitudes.

A. H. Sather

A. H. Sather

jf

Attachments
c: Department Heads, VAB, JGR

A

NATIONAL SAFETY COUNCIL

PETROLEUM NEWSLETTER

JANUARY 1980

SAFE ATTITUDES VITAL PART OF EVERY WORKER'S EQUIPMENT

Did you know that the most tragic crash in aviation history was caused by a senseless mistake that never should have been made? An experienced pilot skipped a safety procedure he knew so well he could perform it in his sleep. Here's what happened.

The 380 passengers on the Pan Am 747 jumbo jet were heading for a vacation cruise in the Mediterranean when their plane landed to refuel in the Canary Islands. After refueling, as their plane waited for clearance to take off, a Dutch KLM 747 taxied ahead to turn around into take-off position. The Pan Am plane was instructed to follow, but was directed to turn off onto a taxi ramp to clear the runway for the Dutch plane to streak by on its take-off run.

While the vacationers' plane was still rumbling down the main runway, the Dutch pilot asked permission to take off. The controller in the tower said, "Stand by for take-off. I will call you back."

The captain of the Dutch plane, thoughtlessly disregarding the second part of the message, assumed he had clearance and the huge plane began to speed down the runway. Officers in the Pan Am plane saw the KLM 747 coming and rammed on full power in an effort to get out of the path of the Dutch plane. At the last second, the Dutch captain saw the Pan Am plane and tried to lift his plane off the ground. The wing and low-slung engines slammed into the cabin of the Pam Am jet.

With a scream of tearing metal, the two planes erupted into a volcano of searing flame. All 248 people on the Dutch plane died. So did 334 of the passengers and crew on the Pan Am plane. Only 46 people survived the fiery crash.

In one brief moment, the Dutch pilot may have missed one of the four important steps of safety: safe job procedures, safety guidelines, teamwork, or "know-how." The pilot knew he had to have tower clearance, but "knowing" was not enough. He was not alert and he did not use his "know-how."

Safe job procedures, on the ground as in the air, are designed to help us build safe work habits. However, safe work habits can be valueless when they become so automatic that we neglect to think. We must use our know-how and we must follow the safejob procedures that have been developed to protect us and our co-workers.

Safety is not something to wear like a coat, nor something to carry in your lunch sack. It is not an accessory, or part-time appliance. Safety is not restrictions to be endured, but convictions to be promoted. It is not a liability to retard our efforts, but an asset that will enhance our progress in life. It is not a disease to impair our health, but a source of energy.

There is a difference between being a "Slave to Safety" and being "Sold on Safety." The worker who dons goggles at the grinding wheel because of fear of disciplinary action is a slave to safety. The person who hates to attend safety meetings, or abides by safety regulations for necessity's sake, is a slave to safety.

What does it take to sell one on safety? Just good, honest self-examination. Analyze those critical attitudes, discard those that don't stand up under careful thought, and make a move to a more positive attitude about safety.

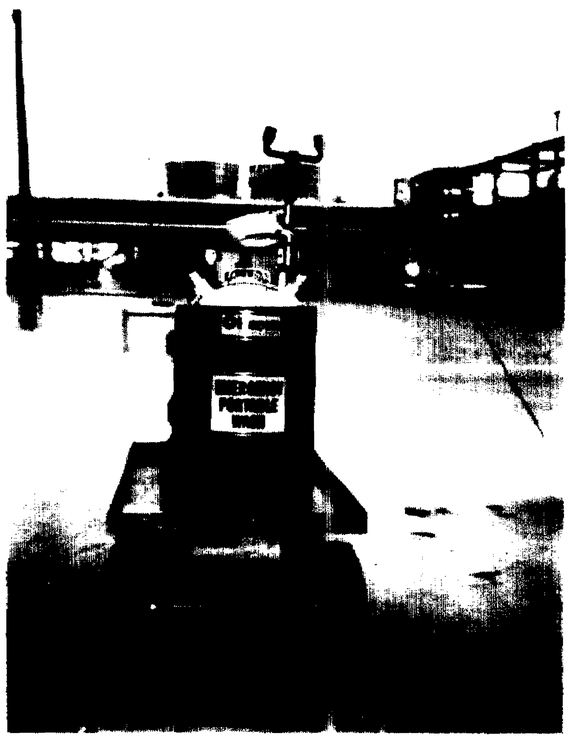
Most of us do a great deal of moving in our everyday activities. We move from place to place, on the job and at home, and we are constantly on the go most of our lives; therefore, we should strive to make every move in the safest, most sensible way possible. To stay safe takes your attention every minute, whether you are in traffic, or on the job, or at home. Every move you make is important; think first, then make your move safely.

EMERGENCY PORTABLE FLUSH UNIT

The portable emergency eyewash (photo copy below) is now available for use and is stored in the Emergency Equipment Station. This unit provides approximately 15 minutes of flush water and is electrically traced and insulated to insure a supply of warm water during periods of cold weather. This unit has its own independent power supply. All Supervisors should plan to require this unit's use when work must be performed in their operation when personnel could be exposed to splash hazards. This requirement should be made on the work permit or via specific instructions to personnel who are normally assigned to that unit.

Whenever this unit is needed, Supervisors must open the Emergency Equipment Station for the personnel who will use it. Supervisors are also responsible to see that the unit properly returned to its proper storage location AND that it is put back on charge.

Personnel who use the unit are responsible to fill the unit with water to the noted level and pressurize it to 80 psig with plant air pressure. When the work has been completed, the unit must be depressurized, emptied, and returned to the Emergency Equipment Station and put on charge.



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Interoffice Communication

To All Supervisors

From A. H. Sather

Date December 17, 1979

Subject SAFETY MEETINGS

The Safety meeting topics to be covered by you with your personnel during December and January are:

1) Safety Awareness - Cover as specified in the November supervisor's meetings. A number of shifts have not done this as yet.

2) Hazards Associated with Winter Operations - Items which should be covered are:

   a) The potential for slips and falls will increase as the temperature drops below freezing.
   b) Process lines containing water can freeze and possibly plug and cause hot materials to spill.
   c) When people get cold, their reflex time increases causing them to react more slowly. This also can cause them to take some short-cuts which can increase operating hazards.
   d) Oily materials become more viscus and tend to stick to shoe soles longer and may cause a fall later.
   e) Others you should add?

A. H. Sather

A. H. Sather

c: CLM, Department Heads

conoco

Interoffice Communication

To All Employees

From A. H. Sather

Date December 21, 1979

Subject HOME FIRE PROTECTION

Recently, Steve Vincent and Mike Skinner learned the value of having properly charged fire extinguishers in their homes and personal vehicles. The following is a summary of those indicents.

STEVE VINCENT'S STORY

"At approximately 6:00 p.m. on November 5, 1979, I noticed that I had a gasoline leak somewhere on my van following the installation of an auxillary fuel tank. When I arrived home, I drove into the garage and upon noticing the serious nature of the leak, I shut off the ignition, put the transmission in neutral and pushed the van out of the garage. With the van outside, I shut off the main/auxillary fuel supply valve, got my drop light and crawled under the van. With the drop light several feet away from the fuel lines, I had just begun to move the fuel line around to find the leak when a fitting came apart spilling gasoline onto the drop light bulb. The glass envelope shattered and the hot filament ignited the gasoline vapors causing a fire. I immediately rolled out from under the van, pushed it away from my house, cooled the burns on my right arm and hands and used my two fire extinguishers to put the fire out."

"When the fire occurred, I had about 50 gallons of gasoline in the van. Since that time I have spent a lot of time thinking about the things that could have happened to my family, home and vehicles if I had not had fire extinguishers. To provide better protection, I have since purchased two (2) additional 5 pound fire extinguishers through the plant Safety Department".

MIKE SKINNER'S STORY

"On Sunday evening, December 2, 1979, Mrs. Wayne Bailey, my neighbor knocked on my front door desperate for help. A grease fire had started in her kitchen and she did not have a fire extinguisher. I took the small extinguisher I keep in the house and sent my wife Sheila after the other one. When I got to the Bailey house, the fire had spread to the cabinets. I extinguished the bulk of the fire with the extinguisher I brought and when my wife arrived with the other extinguisher, I used it to extinguish the deep seated fires. As it was, the Bailey's kitchen suffered serious damage. Had it not been for the two small fire extinguishers I owned, they might have lost their home."

In the time since Steve's fire, a number of employees have asked if they could obtain additional fire extinguishers through the Safety Department for use at home, and in their vehicles, campers, or shop. We have, therefore, made arrangements with Tupelo Fire Equipment Company to supply various size fire extinguishers and smoke detectors all with approximate prices as shown below. We are asking each supervisor to assemble a list of equipment their employees would like to purchase by January 4, 1979. We also ask that the lists be forwarded to Jerry Roberts no later than January 7, 1979. The material will be issued by the Safety Department and all checks must be made out to Tupelo Fire Equipment Company.

A. H. Sather

A. H. Sather

tap

c: JGR

FIRE EXTINGUISHERS

2 1/2 pound ABC Stored Pressure Rechargeable---------- $11.00

5 pound ABC Stored Pressure Rechargeable----------22.00

10 pound ABC Stored Pressure Rechargeable----------33.00

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5 pound ABC Cartridge (Ansul)* ----------44.75

10 pound ABC Cartridge (Ansul)* ----------81.95

20 pound ABV Cartridge (Ansul)*----------108.30

30 pound ABC Cartridge *Ansul)*----------133.85

* Rechargeable

SMOKE DETECTORS (Brands-Firex or Pyrotronics)

Battery operated (recommended) with test button----------15.00

110 volt operation (not-recommended) Voltage monitoring light-20.00

AHS

Working Copy

1) Supervisory Example Setting

2) Grid Direct Confrontation of Problems.

Differences 11/7/79

1) Maint & operations #9 First Aid
2) major Const. jobs - permits.

11/8/79

1) Injury Investigation Sections I & J - Should be on ESAR Report
2) Glove Rules - When do you use
3) Out-of-date SOP's - Yard Trackmobile
4) Supervisor - Operator/loader

TENSION ENVELOPES
CLASP No. 90
9 X 12

conoco

Interoffice Communication

To DEPARTMENT HEADS, SECOND LEVEL SUPERVISORS

From A. H. Sather

Date November 1, 1979

Subject SUPERVISORY WORKSHOP - NOVEMBER (SAFETY AWARENESS)

Attached, please find a schedule of the Supervisor's Workshop for the month of November. Due to the scheduling difficulties encounterd, the schedule is different than it has been in the past. Please note the dates and assign your Supervisors accordingly. Please note that the attached schedule reflects the normal work week (Monday thru Friday), not the calendar week.

A series of eight (8) films will be shown in this workshop. Seven (7) of them will be available for supervisory use in safety meetings. Each Supervisor must be prepared to choose two (2) or three (3) films which they feel most apply to their work group. The Supervisors should be appraised by you that they should plan to use the films of their choosing within one (1) week of their attendance at the workshop.

A. H. Sather

A. H. Sather

jf

Attachment

c: CLM, VAB

SAFETY FUNDAMENTALS WORKSHOP - NOVEMBER

MONDAY	TUESDAY	WEDNESDAY	Thursday	Friday
			1	2
5	Election Day 6	7 Vinyl & Lab "B" Compound - To be Conducted in the Training Room.	8 Vinyl & Lab "D" Compound -	9
12	13 Vinyl and Lab "A" Compound -	14	15	16
19	20	21	22	23
26	27	28	29	30 Vinyl & Lab "C" Compound -

SAFETY AWARENESS WORKSHOP

PACKAGE

Interoffice Communication

To DEPARTMENT HEADS, SUPERVISORS

From A. H. Sather, R. B. Martin

Date October 8, 1979

Subject FIRST AID COVERAGE

Several inconsistencies have been noted in the plant's response to injuries and their proper treatment. This memo is therefore being issued to help resolve them. Wherever possible, plant response to injuries shall be as follows:

1. All injuries must be reported through the proper channels. (i.e. the response to injuries should be through front line supervision to first aid.)

2. During normal office hours, injuries will be treated by the plant nurse.

3. First aid coverage for periods when the nurse is not available shall be supplied by the laboratory shift supervisor.

4. The above noted personnel shall be responsible for the treatment of injuries, dispensing of non-prescription medication for non-injury needs, and health services such as blood pressure monitoring.

5. First aid personnel are responsible for the evaluation and shall provide treatment as they deem necessary for the proper healing of the injury. They are further responsible to decide whether or not the injury requires medical treatment. First aid personnel shall accompany all injured personnel to the doctor. If an injury does require medical treatment and plant follow-up treatment is directed by the doctor, first aid personnel shall provide it.

6. When severe medical emergencies occur which involve injuries or personal medical problems, front line supervisors have authority to request an ambulance. They must also notify the on-duty first aid personnel regarding the type of injury and the location in order that timely assistance is rendered.

7. In the event that a serious injury occurs and the supervisor decides to personally take the injured to the doctor or hospital, the supervisor must notify the on-duty first aid personnel. The supervisor may request that the first aid room be open and ready when he arrives or he may direct that the first aid personnel meet him at the gate to render assistance while he drives the injured to the doctor.

8. The first aid staff shall initiate the injury investigation form by filling out the top portion and giving it to the injured to take to his supervisor. They shall also be responsible for providing all pertinent information regarding the injury on the first aid log.

9. Periodically, an employee may report to his supervisor stating that he is ill. A supervisor may wish to verify the employee's condition by checking his vital signs. First aid personnel are responsible for providing this assistance but the information passed back to the supervisor shall be limited to normal or abnormal (blood pressure, temperature, and pulse). The requesting supervisor shall be responsible for making the final decision regarding disposition of the illness.

A. H. Sather

A. H. Sather

jf

c: CLM, VAB, JGR

NATIONAL SAFETY COUNCIL

PETROLEUM NEWSLETTER

OCTOBER, 1979

WEB OF MOTIVATION LEADS TO UNSAFE WORK PRACTICES

In almost any operation, unsafe conditions and mechanical failures are the easiest to control. Unsafe physical conditions can be seen, and positive action can be taken to correct them. Eliminating or controlling unsafe conditions also helps to control unsafe work practices or unsafe acts by making the individual worker increase his awareness of personal work habits that could cause injury.

Human behavior is more complex. Here are 10 principal factors which cause unsafe work practices or unsafe acts by the individual:

1. DID NOT KNOW HAZARD EXISTED - This may be from a lack of experience, inability to recognize a hazardous condition, a temporary hazard created by a fellow employee, a chain of circumstances, or a lack of job training.

2. INDIFFERENCE - The individual may know the safe method but may not care; this can be a temporary or continuing attitude. It is necessary that supervisors insist that certain standards be met by employees under their supervision.

3. DARING - This type of behavior blinds an individual to hazards that exist. Such an individual might also be classified as a clown, and there are enough problems on a job without clowns.

4. POOR WORK HABITS - From doing the same job day after day, poor work habits are often formed. Some may be formed early in the job; others may be developed later. This can be seen when an individual works many years and suddenly becomes an accident victim. He may have had poor work habits all along, and the law of averages finally caught up with him.

5. POOR EXAMPLE SET - A new employee may follow the example of an older employee who has unsafe work practices or habits.

6. LAZINESS - All persons are lazy; it's the degree that becomes critical.

7. HASTE - The desire to get something done fast can cause an injury or an unrealistic speed-up on the job.

8. TEMPER - This can also be classified as impatience or lack of emotional control which can lead to an unsafe act.

9. PHYSICAL FAILURE AND FATIGUE - The individual may have physical limitations; he may be on a job he cannot handle properly. This may be because of poor eyesight, hearing or general health.

10. LACK OF TRAINING ON THE JOB - This can be the most glaring cause. A supervisor should be certain that each employee knows his job; if he does not, the supervisor is failing in his job. Lack of job training is a handicap. A supervisor has a responsibility to the employee as well as to the company in carrying out necessary job training.

Many unsafe practices or unsafe acts cause damage to materials, products, and equipment but cause no injury. If an employee is injured, it is a safety problem, if not, it is a production problem. Basically, it is the same problem-an unsafe work practice or unsafe act.

Unsafe acts are production problems whether you ruin the machine, the product or the man.

Eliminate the unsafe work practices or unsafe acts from the production process, and improve production, reduce costs, minimize injuries.

As a supervisor of workers, you should:

1. Have a system or procedure of instructing each worker about the work.
2. Point out the pride your crew has in their ability to do a job safely.
3. Emphasize the point that there is always time to do the job safely.
4. Point out that an accident or injury is a result of someone's failure.
5. Do your best to make new workers feel that you want them to make good.
6. Encourage workers to ask questions about the work and about safe procedures.

If you are a worker:

1. Ask questions when in doubt. The only stupid question is the question that is not asked.

2. Do your part and more to show you want to be a good, safe-working employee.

3. Be willing to take the lead in the on-the-job safety meetings.

4. Observe; learn from others.

5. Remember the supervisor's instructions and always follow safe working procedures.

FILM I

"FACT FINDING NOT FAULT FINDING"

1. What kinds of warnings do our employees give us and how well do we as supervisors follow-up to prevent accident/injuries? Answer with examples you have had experience with.

2. Do you go in search of culprets to blame or do you get all the facts and then act on them?

3. Do you pay attention to unsafe conditions or employees bypassing safety controls?

4. How does your attitude toward safety in general and investigating accidents and injuries contribute to preventing future incidents?

5. How effectively have you "followed-up"?

NOTES:

FILM 2

"YOU AND WHAT YOU DO"

1. Is your awareness of safety seen by the employees you supervise?

2. Does your attitude toward safety reflect careful thought about the consequences of your actions or the actions of your employees?

3. Have you explained to your employees that they must act based upon all of the facts not just their assumptions?

4. Do you make sure that your communications are clear and precise?

5. Do your employees know that you will help them if they don't understand?

NOTES:

FILM 3

"ACCIDENTS MADE EASY"

1. Why do we have "safety rules"?

2. How does the supervisor's attitude toward safe work rules affect the employee and how he performs his work?

3. How do the attitudes of management affect supervisor's attitudes?

4. As you understand yourself which of the characters in this film are you most like?

5. Do you take chances with your people?

6. Ralph E. Bailey has said that he "wants to see our employees return home in the same condition they came to work, except more tired." What can you as a supervisor do to make sure that happens?

NOTES:

FILM 4

SAFETY RECORD

1. Do you and your people understand the cause and effect relationships that exist in accidents and injuries?

2. Do you and your people understand that safety is a part of their job every minute of every day? - Think before you answer.

NOTES:

FILM 5

"TWO STEPS TO SAFETY"

1. Do your people know their jobs and what is expected of them?

2. Do they learn by listening?

3. Do they ask questions when they don't know?

4. Are they sure they can do the job?

5. Do your people know their limitations?

6. Do your people know their peculiarities?

7. Do your people know what they don't know?

8. Do your people use their understanding of their job, themselves and their past mistakes to their safety advantage?

NOTES :

FILM 6

1. Start the habit - Decision / Tell Someone
2. Practice the habit.
3. Don't let it slip.

"LET HABIT HELP"

1. Do you want your personnel to use safe habits?

2. Have you expressed your desires regarding safe habits to your employees?

3. Does your attitude toward work reflect your desire to use safe habits?

NOTES:

FILM 7

How to do it:

1. Understand your feelings.
2. Do something about your feelings.
3. Keep fit (physical health).
4. Remember, its happened before.

"GET A GRIP ON YOURSELF"

. Does your response to uncomfortable situations help to resolve the situation?

2. Do you expect yourself to get involved in problem situations or do you feel better just letting the problem go away itself?

NOTES:

FILM 8

Why Must Safety Be A Personal Thing?

1. We are all individuals.
2. Our jobs are individual.
3. The people we work with are individuals.

"DECIDE TO BE SAFE"

1. Who is responsible for safety?

2. Do your employees understand that they are responsible for their own personal safety?

3. Have you made a personal decision about your personal safety?

4. How effective has your decision been?

NOTES:

WORKSHOP EVALUATION
(detach and answer anonymonsly)

1. Do you feel that the safety awareness films will help you to improve safety performance in your work group?

2. What type of topics and/or films would you like to use for safety meetings?

3. How can management better support you in your efforts to gain improved safety performance?

4. How do you rate this workshop? (circle one)

Excellent Good Fair Poor

A

CONOCO

Interoffice Communication

All Potential injuries Must be reported to your Supv. & Nurse/F.A. tech

To DEPARTMENT HEADS, SUPERVISORS

From A. H. Sather, R. B. Martin

Date October 8, 1979

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A. H. Sather

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c: CLM, VAB, JGR

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4. POOR WORK HABITS - From doing the same job day after day, poor work habits are often formed. Some may be formed early in the job; others may be developed later. This can be seen when an individual works many years and suddenly becomes an accident victim. He may have had poor work habits all along, and the law of averages finally caught up with him.

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2. Point out the pride your crew has in their ability to do a job safely.
3. Emphasize the point that there is always time to do the job safely.
4. Point out that an accident or injury is a result of someone's failure.
5. Do your best to make new workers feel that you want them to make good.
6. Encourage workers to ask questions about the work and about safe procedures.
7. 9-1 or 9-9 approach to problems

If you are a worker: (Provide emphasis to your workers to:)

1. Ask questions when in doubt. The only stupid question is the question that is not asked.

2. Do your part and more to show you want to be a good, safe-working employee.

3. Be willing to take the lead in the on-the-job safety meetings.

4. Observe; learn from others.

5. Remember the supervisor's instructions and always follow safe working procedures.