

FROM CLIFF WATSON
SECRETARY
OPERATIONS EXECUTIVE
SAFETY COMMITTEE

TO MEMBERS OF OPERATIONS
EXECUTIVE SAFETY COMMITTEE

F. A. Sharkey

cc: Mr. R. P. Allen - Chairman
Mr. O. L. Royer
Mr. W. W. Browne
Mr. C. L. Green
Dr. M. F. Jones
Mr. R. G. Kuerner
Mr. J. W. Hood
Mr. F. J. Mabry
Mr. J. L. Minter
Mr. R. M. Schaffer
Mr. F. A. Sharkey

August 18, 1975

RE: MINUTES OF OPERATIONS EXECUTIVE SAFETY COMMITTEE
MEETING AUGUST 11, 1975 - 2:30 P. M.

PLAINTIFF'S
EXHIBIT
AL-852

The meeting was called to order at 2:30 P. M. by Chairman Richard Allen. Mr. Allen read and passed out a meeting agenda.

Mr. Kuerner added that after conversing with Mr. Kaltwasser, Mr. Kaltwasser feels that the Du Pont program is the way to go. Pittsburgh will prepare the RFA and it will take about two weeks for it to be authorized.

Mr. Allen began with opening remarks concerning the Foreman Safety Questionnaire Summary. The Agenda has a listing of question topics for reference.

Mr. Sharkey stated that some of the questions pointed out problem areas, particularly about attitude. Question # 2 shows that 95.9% of the foremen believe that their department is properly supporting housekeeping. 11.2% of the Potroom foremen answered negatively to # 2 while one of three Instrument foremen said that maintenance would suffer if housekeeping were properly supported.

Mr. Kuerner pointed out that we should not let one out of three responses taint our view of the report.

Mr. Browne feels that # 4 is a good example of what one department thinks of the other departments' attitudes. It shows that 19.0% of the foremen believe that other groups support housekeeping "fair" while 19.7% feel that other groups support housekeeping "bad."

Mr. Kuerner pointed out that the Refining departments feel differently about the craftsmen than Smelting departments feel about craftsmen. He feels that this is an important point. Mr. Browne agreed. Mr. Mabry pointed out that a comment by the Pipe department was that Production departments need to improve on their housekeeping also.



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In referring to # 6, Mr. Sharkey feels that the Refining Plant may need a meeting like the Smelting Supervisors Safety Meeting. The meeting would call together the Production, Maintenance, and Engineering Supervisors and Foremen. Mr. Mabry agreed. Mr. Sharkey further stated that the same program used for the Smelting plant could be used for the Refining plant.

Mr. Kuerner said that with 79.6% of the foremen answering "yes" to #6 and other clues given by the Summary, the management should investigate the answers to determine what needs to be done now.

Mr. Mabry felt that # 7 may have been misunderstood by the foremen. Mr. Kuerner said that answers from the Instrument foremen need to be analyzed further. He added that he felt some of the foremen would cut out Safety on the job first, because it cut into the jobs.

Mr. Sharkey mentioned to Mr. Allen that the Precipitation department answer to # 8 (do not have adequate safety protection equipment) should be looked into further. Mr. Hood said that he felt the 96% "yes" answers to # 8 was a significant reply. Mr. Kuerner added that the averages were not weighted by department manpower.

Mr. Hood stated that he felt he learned something from the answers to questions 5 to 14. Mr. Sharkey felt that the answers to question # 15 was important. Mr. Hood added that the reply to # 11 showed that 40.5% of the foremen wanted help in training the employees, and that this was a significant response.

Mr. Hood mentioned that the survey brought out departmental as well as safety problems. Typical of this was the bad response to the "Red Card" system, question # 35.

Mr. Sharkey stated that # 18 includes a lot of comments and they show a lack of communication, management on safety answers don't get back to the men on their suggestions, and they don't know what happens to their suggestions. Mr. Kuerner asked who gives the reply to a suggestion. He followed this up by saying that suggestions should be answered as soon as possible and action must be taken on those that require action.. Mr. Sharkey added that the main problem was the follow-up. Mr. Allen stated that many of these suggestions end up in the Joint Safety and Health Committee because of inaction. Mr. Kuerner stated that a written communication with the man would be better.

Mr. Sharkey referred to # 23 and the comments by a number of foremen that they don't know. In particular, the foreman from the Paste Plant who said that he didn't feel his evaluation was tied to his safety performance.

Mr. Sharkey stated that coupled with the Summary and its findings, the Safety department and the responsible managers should hold meetings with the departments that look like problem areas and talk to the superintendents of the areas. Mr. Hood said that the results have to

get back to the foremen. Mr. Tatum suggested that transparencies may be used for presenting the results to the departments. Mr. Kuerner said that the Safety department should attend these meetings to reply to the feedback. Mr. Green agreed, stating that the superintendent should conduct the meeting and that a Safety representative should be present. Mr. Kuerner felt that the men should not be reluctant to speak freely in front of their boss. Mr. Hood added that this might be a good chance for the superintendent to talk to his men. Mr. Mabry agreed, saying that nearly all the foremen signed their replies. Mr. Kuerner recommended that the managers get together with the superintendents and work their way down to the foremen. Mr. Browne said that the problem areas should be looked at first. He asked if the departments should report back in any way. It was decided that replies would be discussed at a later Executive Safety Committee meeting. Mr. Sharkey suggested that Mr. Allen should present the program. Mr. Kuerner suggested that Mr. Allen should put a general program together and that the managers should add the specifics for their people. The meeting will be a departmental meeting in which the general outline of the Summary will be presented. In addition, specifics would be added for each department. The groups should have approximately 7 or 8 people. A copy of the Summary will be sent to each foreman before the meeting so that they have time to look at them. The "problem" departments should be the first departments talked to. The Summaries will be marked with labels for identification.

Mr. Kuerner also noted that there were quite a number of comments concerning the Safety department and the need or desire to see them more often. He said that members of the Safety department may need to be identified better.

This concluded comments on the Summary.

SUMMARY

Mr. Allen proceeded to Item # 3.

Mr. Robert Sheppard stated that some of the railroad crossings needed to have STOP signs because they are "blind." He suggested that seven crossings need to be marked and presented a plant map with these crossings marked. All other crossings will be marked with a Railroad Sign. Railroad sign will also be put up on the poles at all STOP signs. The final decision was to have the signs changed according to the Safety and Security department's recommendations. A notice will be put in the Weekly News Report telling of the changes.

Mr. Sharkey asked Mr. Sheppard about the reference in Question # 39 to firearms in the parking lot. Mr. Sheppard stated that these firearms are hunting rifles and that the guards do give tickets for having firearms in the vehicles.

Mr. Sheppard was excused and discussion went to Item # 2 on the agenda.

- (a) Doc Watson recommended that the Operations or a Production Manager should chair the Executive Safety Committee. After brief discussion, it was decided to leave the organization as it is now.
- (b) Doc Watson suggested that the Manager of the area being inspected by the Managers' Safety and Housekeeping Inspection Team, should make the necessary notes and write the inspection report. After very brief discussion, it was decided to leave this like it is.
- (c) No discussion.
- (d) Doc Watson suggested that an Operating Manager or Superintendent should be in charge of the Accident Investigation Committee. It was decided that the Manager or his representative would be in charge and that he would sign the report before sending it to Pittsburgh. An administrative person and a member of the Safety department would also be on the Committee.
- (e) No discussion.
- (f) Doc Watson suggested that the Managers should be working on their problem areas and should not be waiting for Du Pont. This was discussed along with (j) Mr. Mabry pointed out that safety is not comparable to production. Mr. Green suggested that the foremen should pick up the dispensary visits in the morning and pass them up to the manager. Dr. Jones stated that a dispensary visit is a failure of the Safety program. Mr. Allen commented that it was not a failure of the Safety department. Mr. Browne added that a new avenue to get the foremen's attention may be needed. This could include a new Dispensary Visit investigation form.
- (g) No comments.
- (h) No comments
- (i) Doc Watson proposed that the best cared for lunchrooms and facilities, along with other similar work, should be repaired or replaced before the areas that are not cared for. Mr. Hood commented that as of now the "squeaky wheel gets the grease." Mr. Allen remarked that the intent was to reward the departments that really take care of their facilities.

Item # 4

The Managers' Safety and Housekeeping Inspections should be conducted in two separate areas. That is the newest practice.

Item # 5

The procedure for ordering and/or replacing eyewear was discussed. Mr. Watson will bring a proposal to the next Committee meeting.

Item # 6

Bump caps at the tractor repair pad. Mr. Browne offered to look at the problem.

Items 7 - 10 were omitted because of lack of time. Mr. Tatum said that Item # 10 would be discussed at the Staff meeting on Tuesday, August 12.

Item # 11

The proposal that foremen make out an investigation report of all First Aid originals. Mr. Allen explained that he thought it would be helpful in tracing some of the problems. Mr. Mabry stated that each C. O. is investigated and reported on the white page form. PC-345R-72.

Mr. Sharkey stated that if the Safety department felt a yellow Accident Investigation Report was needed, call the responsible manager and ask him to get a copy. Mr. Browne suggested that a new reporting form for the accident investigation may be needed.

The meeting was then closed.

CCW:mms

CLIFF WATSON, SECRETARY