

MONSANTO CHEMICAL COMPANY

From : Texas City, Texas

DATE : December 19, 1963

SUBJECT : SAFETY SAMPLING INDEX PROGRAM FOR 1964

REFERENCE :

cc :

TO : All Team Captains

Our Safety Sampling Index Program will continue through 1964, and I am sending you the list of areas to be inspected with the General Operating Supervisor and General Maintenance Supervisor for each area, and the schedule sheet for 1964 showing the areas to be inspected monthly by each inspection team.

The training sessions for the inspectors will be held monthly on the first and third Thursday at 1:00 p.m. in the Research Conference Room.

Group A inspection teams should make their inspections the second week of the month, and Group B inspection teams should make their inspections the fourth week of the month. After making inspections, please send copies of your report to the Safety Department, the General Operating Supervisor and the General Maintenance Supervisor for that area.



C. L. Gilmore

/bs

Attachments

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We will talk about some inspection items today.

1. Some have been marking off because the green lights on safety showers are not lit. There are two comments I want to make on this:

- a) It is difficult to tell whether they are lit or not during daylight. So be sure before you list it.
- b) Let's talk about showers and eyewash identification for a minute. We were marked down on this on the corporate inspection and I believe we should look better than we do in this. However, the important thing is that our people know the location of these without having to look for them when they need them. Maintenance supervisors can help their people by asking the workmen where the nearest shower and eyewash is - if he doesn't know, show it to him. A little of this all over the field will make this a habit.

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inspector take
54 in Oct.
10 not made

15 min
limit

2. The laxity of making inspection on time is not widespread but it is significant. Let me state a rule and see if you can live with it. If you don't or can't make your inspection between the day of this meeting and the date of the other group's meeting, don't bother. We want you to make them in the assigned week but if you are convinced and have justified your position with yourself that you can't make it between your meeting time and the next group's meeting time, don't.
3. Once in awhile a real screwy item shows up. A team of three inspectors come to an area, one on a bicycle. He doesn't rack the bicycle and one of the other inspectors notes it on the sheet.

4. Couple of unsafe acts that have been classified as unsafe conditions.

- a) Oil drums not grounded - tube drums don't need ground
- ~~b) Storing of gas cylinders~~
- c) Blocking safety and fire equipment.

5. What is an unsafe act?

Definition: Violation of a commonly accepted safe procedure which could contribute to an accident whether an injury results or not. Therefore, an action for which there is no alternate safer procedure is safe. But this does not mean that the conditions of work can't be made safer.

Example: ① A power saw without a guard is an unsafe condition because we are obliged to provide the guard. The employee who uses the saw then commits an unsafe act. If the guard is provided but he doesn't use it, he commits an unsafe act. But if there is no guard available for the saw and he must perform the work, his act is not unsafe. → The condition may be unsafe. The work is hazardous.

② A scaffold without handrails may be safe if piping forms the handrail. A scaffold without needed handrails is an unsafe condition but the employee who uses the scaffold, knowing that handrails can and should be provided, commits an unsafe act.

③ It is not always true that the employee knows that he is committing an unsafe act or that he knows an alternate procedure that makes his job safer. Some employees commit unsafe acts knowingly, other simply don't know the safe way. This means education and enforcement. To do either, you need to know how to recognize unsafe acts.

Basic questions - How would you do the job?

Is there a safer way?

7

?

X

(A) PF pulling on wrench - unsafe act?

Yes if he can push it away from him.

No if there is no other way - so you need to see if there isn't a better way.

X

(B) Carpenters walking pipe rack to install swinging scaffold are not committing an unsafe act. There may be an unsafe condition.

- ✓ (C) Lifting with legs straight is unsafe act.
- ✓ (D) Leaning out from ladder or back on an office chair is unsafe act.
- ✓ (E) Standing under a load, near a swinging load, standing close to moving cars, in front of sliding or swinging doors, are unsafe acts.

↓
An act is unsafe if there is a safer way to do the work.
"Safety" Observation Prescription

- (6) Beginning with your next meeting we are going to try to help you see and recognize unsafe acts and conditions. We are going to do this for two goals or purposes.
 - a) So that you will be better inspectors
 - b) mainly, so you will recognize the acts and conditions in your own area.

~~T. I am fouling up your schedule. Those of you who attend this session should attend either the Nov. 21 or Dec. 5 session. This talk will be repeated on Dec. 19. This is caused by scheduling problems. Those of you who can't make your regular session on Dec. 5, better attend the one two weeks from today - Nov. 21.~~

October is traditionally the leaf-burning month in Yankee-land. Many years ago, the week containing October 9, the date of the Chicago fire, was set aside as Fire-Prevention Week. It was initiated by municipal fire organizations to high-light the need for an awareness to the high cost in lives and dollars of fires in this country.

As the years have passed, industrial fire protection and prevention—both organization and techniques—have improved until now the industrial team of design, manufacturing and fire-safety personnel are the most progressive team in the field.

This plant has such a team. I don't intend to bore you with a long list of platitudes and accomplishments by the people here, but I do want to mention a couple of points.

I. We are motivated!

We always are faced with the potential of fire, loss of life and property. After the costly oxygen plant explosion and the Nitro disaster, our insurance premium almost doubled amounting to millions of dollars.

II. We are active!

Our design standards are predicated on fire prevention and protection. Our processes are examined critically by Engineering, Manufacturing and the Process Hazard Committee.

Our insurance costs are dropping, and a substantial reduction of insurance premium is expected in the next negotiations.

Bag filter fires that plagued us several years ago are a rarity. The oxygen plant has been instrumented to alert against atmospheric contamination.—So sensitive that a small acetylene leak several blocks away can be detected. Our operators handle 90% of our emergencies while they are small. Our fire crew is the best in the area.

III. We must be alert!

Every design must be studied.

Every operating procedure must be reviewed.

Every fire permit should be treated as if it were a license to burn the plant.

Every fire protection equipment inspection is an opportunity to save lives and dollars.

Why? Because it is our responsibility—yes, but more than this, it protects our jobs.

Our obligation doesn't end at the fence line. We cannot be a member of this community without accepting our share of concern for the public and the other industries in our town.

In 1949 as a result of a propane spill at the Wye, the plant managers of industry formed the T.C.I.M.A.S. This was the third such organization in the U.S., patterned after the Baton Rouge set-up. Now there are numerous such mutual aid groups all over the U.S.—all with a single purpose—to help a sister industry and the community when she is involved in an incident beyond her ability to handle. We are committed by mutual agreement to supply equipment to any other member in Texas City or anywhere along the Gulf Coast. It functions simply—a call by radio or phone places the system and its members on alert. If the member in trouble needs help, he tells the Texas City Police Department what he needs—road blocks, foam, hose, pumpers, medical assistance, ambulances, whatever—and from there on, the members get the help to him. Only in extreme cases would personnel be involved.

For us, all arrangements are handled through the main gate. This is why we need accurate and fast information from the night superintendent, you supervisors and your people. The fire trucks will answer emergencies in your area and they carry the men and equipment to handle your fire or spill,

but they also serve as the radio contact for you as well as the fire crew to reach the gate where we can be in immediate touch with the Police and Fire Departments of the City, the other industries, the news media—and almost any conceivable type of protection, rescue or medical help is available without question.

Mutual Aid in cooperation with the local Police has a community-alerting system for hazardous conditions we might impose on our town. Born out of the Cl₂ car derailment in Louisiana a few years ago, we now have Police cars equipped with yelper and PA systems—the drivers are equipped with self-contained air masks and mike equipment to alert the people.

Each has a job. Mutual Aid in the community and a source of assistance. Our capable fire crew who are willing to risk their lives to save yours. You—the most important person—responsible for your area. We should be believers in fire prevention!

Don't forget the Fire Demonstrations at the North 80 training area—next Wednesday at 7:00 p.m. Bring the family—let them see the fire crew in action—but most of all, it will give you the opportunity to explain what you do here to prevent fire and what they can do at home. Hope to see you there!

/bs

10/3/63

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LAM015345

Sept. Sessions 1963

I want to discuss a couple of items about the inspections.

First - Please do not inspect Depts. 1 and 11. If you will check your schedules, you will find Dept. 10 listed but not Depts. 1 or 11.

Second - Because of the transfer of several supervisors, several teams are short a man. I promise that all teams will be complete for the October inspections even if this means drawing more people from Tech. Service and Engineering Services.

Third - We aren't adhering to the original schedule. Inspections by Group A are to be made during the second week of the month. Group B are to inspect during the fourth week.

In July, only 50% of the teams made their inspections during the prescribed week. Captains who have members on shift have a legitimate excuse to do their inspections late in the week before or early in the week after to catch the shift man on days.

Fourth - The reports in a few cases are not complete enough to permit supervision to seek correction. A condition or act is noted or checked on the list without saying where or what it was. Eight hoses unracked but no location. Switch bank not identified but which one. Give the home supervisor a chance to do something about the item.

Fifth - Also, there seems to be an increasing tendency to see unsafe conditions but to overlook unsafe acts and rule infractions. This is probably an unfair statement because I know it is more difficult to recognize the unsafe act—it takes more training and effort. Maybe we can help you.

	<u>Conditions</u>	<u>Acts and Rules</u>
February	78	22
March	79	21
April	76	24
May	86	14
June	83	17
July	87	13

Let's review a few items:

- R 1. Crows foot hose connection on potable water line is a rule violation.
No tie-in is to be made to the potable line.
- R 2. Fire permits - improperly made out and out of date - are infractions of procedures.
- C 3. Hoses, paper, boxes, etc., are still listed - if they are tripping hazards, fire hazards, OK, but if not, just housekeeping, let's not list.
- R 4. Blocked emergency equipment is a rule infraction.

Some items that have been listed may be a guide to some of your thinking.

- C 1. Electrical switches unmarked.
- R 2. People tilting back in straight chairs.
- R 3. Use of 110 V. light inside a vessel.
- R 4. Unsanitary conditions - kitchen and restrooms.
- C 5. Unguarded openings - loose grating, holes, lack of handrails.
- C 6. Defective grounds.
- R 7. Running.
- R 8. Wearing of canvas or porous-top shoes.
- R 9. Horseplay.

Sixth - There have been several notations about ladder safety chains.

This is a good one if the practice is uniform. To review this, let me explain the procedure for ladder chains. The chain may be left unhooked if no one is working at the level of the chain, but must be hooked when work is in progress at that level. This is to give a continuous handrail when workers are on platform. The fact that the chain is unhooked does not necessarily constitute a hazard.

Seventh - General items of real concern to us in Safety.

1. From the items listed, we may be getting lax on identification - switch and breaker numbers, utility stations, safety equipment (baths, gas masks and fire extinguishers).
2. In July, there were at least a dozen different people found without eye or head protection. If this is a sample of what is happening in the field with supervision here, we have a real problem. I have felt for some time that we are lax on off-hours but this, on days right under the eye of the supervisor, is a disregard of a basic safety rule that we cannot afford. It indicates poor supervision and a general unsafe attitude and disregard for safety. I was stunned by this, and I talked about it with the safety inspectors—what they told me was even worse. Supervisors have been talking with workers who didn't have eye protection on at the time. The inspector upon discussing this with the supervisor got answers, "I didn't notice" and ~~He will talk to him~~ "I will talk to him later." The best way in the world to hold a safety meeting is to tell the man, now not later, the importance of his eyes and to show that such unsafe acts are not permitted in your area. When you are here, this is your job—when you aren't, the Chiefs and Leadmen are responsible. I can't make this strong enough—how are you doing? Search yourself and your people's attitude—this is basic.

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LAM015348

For the remaining time, I would like to talk to you about an incident—it didn't happen this way because I am not going to point a finger at anyone, but it has happened several times in the last several months.

A man gets a burn on his forearm. The next day, it has blistered and he puts some gunk on it. A week later, it is infected and hurts so he goes to his personal doctor. His doctor says he will have to stay off work for several days while the infection is controlled. At this point, the man calls his supervisor and says that a week ago on such and such a job he got burned and now he is losing time and has doctor's bills. I get a call "What do I do now?"

*from the
superv.*

OK—we don't have a report and he is going to his doctor. Group insurance won't cover but neither will Workmen's Comp. We have been generous in some cases and picked up the bill but no dice. We will not pay until this man reports to us and goes to the Company doctors. SO, you do the following:

1. Have him contact the dispensary and submit a report.
2. Tell him that after reporting, he will be treated by our doctors.
(We will arrange for his appointment.)
3. Counsel with the man about the fact that all injuries are to be reported to the dispensary—a basic rule in this plant, well known and published rule.
4. Then if I were you, I'd take a look at myself. Why didn't this man report? Is he afraid of reporting? Does he fear the report because I make it a "federal case" or he knows I'm going to blame him. Did the accident really happen—here or at home? Was the job he says he was doing really responsible? Is there an unsafe condition I didn't know about? Or was it an act that resulted from inadequate training? Think about it—there is a reason and you need to know why.

Don't look at me and say, "Oh, he is always harping on this"—if it is so, so be it! It's your job and your people's job. Don't disregard this opportunity to understand yourself and your people better. There is something wrong when this happens—maybe with you, maybe with the man, maybe with the work—and you need to know what it is!

I have made a simple statistical analysis of the first six months of these inspections. I have a compilation of comparable standings of the inspected areas as seen by the inspection teams. Because it is a comparison of areas against each other, I will not give you a copy of it, but I will do this—*Here are the Top 6 based on the first six months of inspection. In addition* anyone wanting to discuss with me how his area is doing in this or in injury performance, I will sit with you as individuals or area groups—I will tell you how you rate and how I size up your performance—I will not say you are better than or worse than some other particular area. Call me and let's get together if you want this.

In general, this program is having a great impact and the teams are doing a very consistent job. One employee stopped me the other day to say, "This is the greatest thing ^{*the plant*} ~~we~~ ~~has~~ ever done for safety!"

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9/4/63

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The following table shows the results of the regression analysis for the dependent variable $\ln Y$ (logarithm of the dependent variable) against the independent variables $\ln X_1$ (logarithm of the independent variable) and $\ln X_2$ (logarithm of the independent variable). The results are presented for the years 1980, 1985, 1990, and 1995.

1. The first step in the process of the development of the national identity is the recognition of the existence of a common culture. This is a process that is not linear and is not always successful. It is a process that is influenced by many factors, including the political situation, the economic situation, and the social situation. The process of the development of the national identity is a process that is influenced by many factors, including the political situation, the economic situation, and the social situation.

FOR THE FIRST TIME THIS CONSPIRACY WAS REVEALED BY ANOTHER WHITE PERSON. ALL
THAT WAS KNOWN AT THE TIME WAS THAT THE CONSPIRACY WAS BEING RUN BY A
BLACK MAN WHO WAS A MEMBER OF THE BLACK PANTHER PARTY. THE CONSPIRACY WAS
REVEALED BY A WHITE PERSON WHO WAS A MEMBER OF THE BLACK PANTHER PARTY.

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