Although a strategy and workplan are proposed in this paper and efforts have been started in these areas, there are considerable timing and feasibility issues in each of the identified applications. Without funding or directed prioritization over other engineering effort the work on the identified asbestos, hexavalent chromium compounds or benzene applications cannot proceed under present economic conditions. Nevertheless, a measured Company reaction is necessary to initiate orderly substitution programs with sufficient flexibility to adapt to engineering and economic limitations.

Achievement of the elimination or control of potential carcinogens requires a corporate commitment to foster an integrated and sustained effort throughout the Company over a number of years. To accomplish this, the following actions and responsibilities are recommended:
(Fig. 23):

1. Assign hazardous substance control program management responsibility to Environmental and Safety Engineering Staff. (Responsibility: Environmental & Safety Engineering Staff - ESES)

2. Establish a Hazardous Substance Control Committee chaired by Environmental and Safety Engineering Staff. The Task Force would be discontinued. (Responsibility: ESES)

3. Revise Directive B-101 (Occupational Safety and Health and Control of Hazardous Materials) to reflect adjusted responsibilities for line and staff. No new Policy is required, the matter is covered under Policy C-3, Standards of Corporate Conduct. (Responsibility: ESES Program Manager)

4. Adopt as the Company potential carcinogen listing, the 36 current OSHA-regulated and proposed Category I substances used in automotive production. Establish the top eight priorities proposed by the Task Force as Company priorities. Direct that the listing be updated semiannually. (Responsibility: P&O Staff)

5. Complete strategies and timetables for the eight prioritized potential carcinogens for review and approval by the subcommittees. (Responsibility: ESES Program Manager)

6. Continue the development of MATS by Environmental & Safety Engineering Staff. A budget and headcount transfer from Engineering Staff has been agreed to. (Responsibility: ESES Program Manager)

The Company has demonstrated a commitment to protect workers while seeking to eliminate specific substances. Directions on the use of and protection for numerous substances have been issued. Workers are protected by restricting exposure and by special clothing and engineered safeguards designed to keep exposure within known permissible limits. Specific recommendations for eliminating asbestos, hexavalent chromium compounds and benzene follow:"

7. Proceed with the elimination of Group A (known substitutes without major redesign) no later than Job #1, 1985 where appropriate as determined by the Hazardous Substance Control Committee. (Responsibility: PEO's, BMD's, Purchasing)

8. Include Group B (known substitutes with major redesign) elimination actions in Phase V of vehicle and powertrain programs and in new plant and renovation projects where appropriate as determined by the Hazardous Substance Control Committee. (Responsibility: ESES Program Manager, Product Planning, Vehicle Engineering, Manufacturing Staff)

9. Recommend advanced program funding to develop designs and/or substitutes for new production and nonproduction parts and materials to identify feasibility, reliability, cost and weight implications of alternative materials/designs for Group C applications (no known substitute, advanced engineering required). (Responsibility: PEO's, BMD's, Technical Planning, Scientific Research Staff)

The implementation of the above actions and responsibilities should be reviewed periodically by the Engineering and Research and Manufacturing and Supply Subcommittees to provide a forum for discussion, Corporate overview and endorsement of appropriate funding and prioritization of efforts.

Vertical line indicates revision at subcommittee direction.