PLAINTIFF'S
EXHIBIT
DUP-1935

October 15, 1984

TO: ALL BEAUMONT WORKS EMPLOYEES

FROM: K. C. WEIS (Kelly) #20

SAFETY CLIMATE SURVEY

All of us at Beaumont Works want an injury-free performance. While we have a good safety record and one each of us can be proud of, we still strive to perform our tasks without any injury. To help us move closer to that goal, the Beaumont Works will conduct a survey in late October and early November to allow us to determine our current safety climate. Key safety issues that need attention will be identified and a base established for future evaluation.

The survey is designed to get the feelings of employees about safety on the plant. We have selected by random computer program 130 names of plant personnel. We will invite those people to voluntarily fill out a questionnaire. The questions will cover such topics as safety practices, management, safety program effectiveness, working conditions, co-worker safety, employee involvement, etc. The questionnaire will take about 30 minutes and will be scheduled during the employees' regular shifts. The answers will be completely confidential. There will be no names on the questionnaire. Participants will not be identified in any way. This is designed to provide people with an easy means to convey their real feelings to management on what we might do differently to improve our safety climate. All those employees selected at this time are wage roll employees. Other surveys are being designed and will be administered at a later date.

After completing the questionnaire, participants will seal them in envelopes and drop them in a box. The Wilmington Safety and Occupational Health (S&OH) Division will process the questionnaires, analyze them, and summarize the results of the survey, then report this back to the plant. The results will be summarized in a letter to all employees following our receipt and review of the Wilmington S&OH analysis.

If you are requested to participate, we hope you will take the time to give us your insights about our safety climate.

KCW/am

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SAFETY CLIMATE SURVEY
INFORMATION FOR MANAGEMENT

BACKGROUND

A primary objective of the 1982 Corporate Safety Study was to determine if certain perceptions, beliefs, and reported practices of plant wage-roll employees are associated with site injury performance. Four questionnaires with a total of 180 items were administered to approximately 850 employees at eleven U.S. sites, representing a wide range of total recordable* injury performance. Employee responses to each item were statistically correlated with site TRC rate. The items with the highest statistically significant correlation (plus other questions which were of general interest) were extracted to become the Safety Climate Survey.

VALUE OF THE SURVEY

First, by categorizing items and summarizing employee responses, management can better understand how employees view various aspects of safety management; analysis can then reveal relative strengths and weaknesses.

Second, by comparing Survey results with those of the original "Best Performers" sample, significiant differences can be determined. If analysis, using the Survey and other data, indicates these differences are weaknesses, management can be guided toward understanding and correcting the problems. In areas where site responses correspond to those of the better-performing sites and analysis confirms these areas are strengths, management can be encouraged to maintain these strengths.

Once a Survey is undertaken, employees will expect to receive information on the outcome of the Survey. Feedback and discussion can be effectively used by site management, depending on site "culture" and management style, as a way of refocusing the organization on its overall safety objectives.

The ultimate value of the Survey, then, is its use as a self-assessment aid for guiding site safety improvement efforts.

LIMITATIONS OF THE SURVEY

The degree to which this or any survey accurately and completely characterizes that which it attempts to measure can be no better than the survey itself and its method of use. No answers are obtained to questions which were not asked, and useful correlations cannot be obtained from questions which were asked improperly. Since it is possible that some areas of

*Total Recordables (TRC) = Lost Workday Cases + Restricted Workday Cases + Medical Treatment Cases