UC 1497

INTERNAL CORRESPONDENCE

METALS DIVISION

P.O. BOX 1029, GRAND JUNCTION, COLORADO 815

To (Name) Mr. F. H. Larrison
Division Metals
Location King City, California

Date November 11, 1975

Originating Dept. Safety

Answering letter date

Copy to Messrs. J. F. Emerson
R. E. Hayes
R. J. Kronkhyte
W. C. Thurber

Subject Safety Audit - King City Operation October 15-16, 1975

Dear Larry:

This audit was directed primarily at evaluation of key situations with a supplemental review of the total program plus personal contacts with a sampling of the workers. The key situations are well controlled in your operation with a minimum of recommendations noted. These will become the basis of an action plan approach as part of the 1976 Safety Program (if not accommodated sooner).

Key Situations, recommendations

1. Falls - our minimum standards are met. Slippery floors continue to be a problem but acid etching, roughened concrete and non-skid surfaces are being expanded throughout the mill.

2. Mobile Equipment - Equipment inspection and our minimum standards are met except some training and lights standards.

   Recommendation - a) Develop a training outline or syllabus for use by supervisor or trainer for each type of equipment. This will provide assurance that all necessary components are covered irrespective of who may do the training.

   b) Review use of equipment in night operation and provide forward/reverse lights for all night used equipment.

Electrical - Only recommendation is; established annual visual check of grounding equipment and follow up with instrument testing if indicated.

Note: Piersall will review jog switch vs single starting point and advise you later regarding applicability.

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Moving Machinery - OK

Lifting Equipment - Only non-powered lifting equipment is provided. Recomendation - provide written instruction specifying what and how employees are to inspect before use on a daily basis (monthly inspection is adequate).

Gas and Volatiles - Recommendation: Although the propane storage and use area is signed as a safe work permit area it is not clear just what equipment and/or situations require permits. This should be specified.

Confined Spaces - The only minimum standards not accommodated pertain to use of gases. Recommendation; establish (in writing) requirements that a) gas cylinders not be taken into confined spaces, and b) oxygen/acetylene hoses be tested for leakage before being taken into confined spaces.

Rolling Stock (RR) - Recommendation; mark all car parking locations where "cornerning" situations could occur to assure adequate safety zone.

Chemicals - OK

Pressure Vessels - Recommendation: a) Establish inspection procedure for small air receivers, etc., not covered by Travellers Insurance Company, b) Establish test procedure for pop-off valves to assure they operate at proper pressure.

Note: Piersall will provide general information but California codes should be checked to determine state requirements if any.

Other Audit Comments

1. All recommendations on last years audit have been done or are underway.

2. Personnel contact reestablished a continuing recognition and appreciation by the employees of a well balanced and effective safety and health program. A few comments were made that merit consideration for action including:

   a) Occassional joint maintenance/operation safety meetings.

   b) Introduce new employees throughout the plant so others can feel comfortable in contacting them.

c) Relocate welding bottles currently in the maintenance shop to alleviate crowding and proximity to flame source.

d) Be more firm in rule enforcement (i.e. no exceptions permitted).

e) Get more discussion in safety meeting. People like the increased use of films but feel there is room for more 2-way communication.

f) Consider a special safety suggestion program.

g) Minimize length of ladder to live bottom bin.

h) Continue and extend efforts to control slippery floor conditions.

Inspection Items

1. Dock board at RR car was not latched. This should be reemphasized periodically and checked daily by the supervisor.

2. Gasoline can should not be stored in tool shed (confined area).

3. Time delay on conveyor pre-start alarm is only 5 seconds. This should be extended to give persons more time to recognize signal and move to a clear position if necessary.

4. Several electrical conduit connections were broken in the area of the RG244 Reis mill.

We appreciate the preparation made for this audit and the excellent cooperation given us by all personnel.

R. E. Hayes

E. A. Piersall

W. C. Thurber

King City Safety Audit - October 15-16, 1975

Personal Interviews by E. A. Piersall

Dave Urquidez, Bagger Operator, 2 months. The first thing I noted about Dave was that his safety glasses were not fully industrial type and he acknowledged this; however, there has been a delay in getting his prescription. Dave's attitude was excellent. He was most responsive to his safety needs. Previously he had worked in a drug store and a sheet metal operation. He felt that we were far safer that the sheet metal; we did not discuss the drug store. He had learned his job from the operator and from involvement of his supervisor, Bill Usrey. We discussed safety meetings (he has attended two or three) and he was interested, felt the films were stimulating. I asked about personal contacts and he thought these were good reminders. He knew about the job observation program and approved of it as well as other personal contacts; no resentment. Dave put lots of emphasis on personal responsibility as the key to keeping safe. I asked about hazards and suggestions. He could think of only the hazard of getting his hands smashed while releasing jammed pallets in the palletizer. No suggestions.

Pete Ortali, Palletizer Operator, about 4 months. Pete was an unusual person. He apparently is doing a good job but has no interest in working in industry as he plans to go back to school this winter to become an illustrator. We discussed his indoctrination which he felt was adequate. Being a rapid learner he sees no need for extended training programs. His forklift training was adequate and he completed it feeling confident of his ability to operate a forklift. I asked him also about others he had observed and he said he had seen no indications of other new employees being inadequately trained. When discussing safety meetings he felt they were boring and an unnecessary repetition of the rules. Films do help but apparently his particular intelligence and interest does not appreciate repetition even if it is in somewhat different form or presentation. Somewhat like Dave he feels that safety is basically common sense and a personal responsibility. We discussed hearing protection. He wears his earplugs consistently; even to the extent of wearing them during most of our conversation; however, he doesn't feel they are effective enough - he doesn't like noise and doesn't wish to work in a noisy environment. I asked about his feeling of our effort toward safety in this plant and he felt they were good and could make no suggestions for improvement.

Allen Anthony, Bagger, 2 months. Allen worked on his father's farm for years as he was growing up and compared the tractors and similar equipment found on the farm with ours. Of course he noted the better maintenance and condition of equipment experienced in our operation. We discussed his job indoctrination

which he felt was okay. He referred to Bob Kronkhyte's involvement and follow-through by Andy as well as operator training. We talked of safety meetings and although he has only been here two months he seemed pleased with the meetings to date. The equipment that he used basically is safe. There was one question about the ladder to the live bottom bin (referred to elsewhere). He liked his personal contacts and he thought Andy did a good job of making points without irritating people. I asked him if his feeling about the potential health hazard and what information he had received. He felt that the stress by the company was good and sufficient, there was plenty of signs, plenty of information available. He was aware of the asbestos hazard even before hiring out. He consistently wears his respirator and other protective gear as necessary. I asked him if he felt he had enough time to clean his work area to minimize the dust and he said at times it is difficult but they had been doing a better job of keeping the area relatively clean.

Sam Shires, Palletizer Operator, 3 months. Sam had worked for the telephone company for several years before being laid off due to curtailment. I asked him to compare our program with theirs because the telephone company has an outstanding safety program. He felt that ours was on a par except in one area; the telephone company gives first aid training in their indoctrination process and people are instructed (from a public relations standpoint) to spend whatever time is necessary to render aid to members of the public, particularly children. Sam likes the safety meetings and he likes the films but he felt there is an opportunity to extend the discussion in meetings. I asked him about available time for cleanup and he felt that it was generally adequate but not possible to reach the "clean room concept" at this time without additional people. He wears his respirator nearly 100% of the time. He is a nonsmoker and is very strong on personal health protection. We talked of programs like lockout reemphasis which comes up periodically. He was impressed; he felt that Andy had done a good job in getting across to him and reemphasizing the needs.

Bill Ursey, Shift Supervisor, since plant start-up. I asked Bill how he is involved in the training process and he described his function as one of close attention to how the new employee is operating and being trained by the operator. There is some direct training involvement but primarily a one of monitoring and injecting where he sees a need. I sat in on Bill's safety meeting which was a combination of three short films and discussion. Reportedly there was more discussion than the average meeting although it was centered in two or three people. Bill did a good job of organizing and leading. My only suggestion to Bill was that when he throws a question to the group that he allow a little more time for response and then if none is forthcoming redirect the question in some manner to an individual whom he feels has something to say on the subject. The people who were in the meeting unanimously liked the three short non-verbal films which had much impact without laboring the point.

INTERNAL CORRESPONDENCE

METALS DIVISION • 270 PARK AVENUE, NEW YORK, NEW YORK 10017

To (Name) Mr. E. A. Piersall
Division Metals
Location Grand Junction, Colorado
Floor Number

Date October 20, 1975
Originating Dept.
Floor Number
Answering letter date

Copy to Messrs. R. E. Hayes
R. J. Kronkhyte
F. H. Larrison

Subject KING CITY MANAGEMENT SAFETY AUDIT
October 15-16, 1975

Summarized below are comments of the people I interviewed during our Management Safety Audit at King City:

1. Jim Stamford -RG-244 Circuit Operator

Stamford has been with the company about five years and felt that the RG-244 circuit was the best in the plant to work. He indicated that he received regular safety tips from his supervisor, that the new booklet of safety rules had been reviewed in detail at recent safety meetings and that there were no problems with the understanding and acceptance of these safety rules. He liked the safety award program even though he had never been a recipient of a trip to the Big Apple. He felt that, when his supervisor was advised of potential safety problems, these matters were handled expeditiously. Stamford indicated that the asbestos/health issue had been thoroughly reviewed and he had read the booklet on this subject which was distributed. His only comment on improving the safety program would be to increase the size of the Maintenance Staff. He said that the Maintenance Staff was no larger than it was five years ago although the operation has expanded significantly.

2. Harry Smith - Lab Technician

Smith is a technician with five years experience. Smith's major comment was that those involved in enforcement of safety regulations should take a harder line with chronic violators of the rules. He felt that certain employees tended to continously break the rules without receiving adequate reprimand from their supervisors. Smith felt that overall the safety program was very good but that discussion at the safety meetings tended to be restrained. He felt that when safety meetings were previously held in the more informal environment of the Shifter's Office, a better dialogue was achieved. In his particular job, he was primarily concerned about the hazards associated with the storage of acid in the laboratory. He felt that accidents could occur if untrained people avail

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themselves of the acid supply. However, he indicated that the personal safety training which he received from Madlangbayan was excellent. He also felt that the Shifters were well prepared for their various safety meeting presentations.

3. Danny Daniels - Electrician, Maintenance Department

Daniels is an electrician in the Maintenance Department and has been with the operation since initial start-up. Daniels indicated that the safety rules set forth in the new booklet had been reviewed at the previous safety meeting and were generally understood and accepted. He felt that one of the current safety problems stems from the fact that we have many new employees who are not properly introduced to the present staff. This creates a situation where if you do not know someone, you tend to be less conscientious and concerned about how your actions might influence the new man's safety. Daniels also felt that it might be useful from time to time to have a joint safety meeting between maintenance and mill operators. Daniels said that in those situations where production and safety were at loggerheads, the edge went to safety in supervisory and management attitudes. Daniels felt that the safety awards program was good for morale and that it was a positive influence in encouraging employees not to work unsafely and thereby cause the award to be lost by their co-workers.

4. Ray Hoover - Maintenance Department

Hoover has been in the Maintenance Department since its inception and felt that the safety program was excellent compared to his previous industrial experience in a local cannery. He particularly commended Kronkhyte for a very positive safety program at King City. Hoover felt that the biggest safety hazard was slippery floors. He has, in fact, fallen a couple of times but felt that the various measures we have taken have helped the problem significantly. By way of a specific suggestion, Hoover asked if the oxy-acetylene welding which is done in the Maintenance Shop and within five feet of the acetylene tanks could be moved to the Welding Shop. This would provide more room in the maintenance area and permit welding to be carried out at a safe distance from the tanks. Hoover is responsible for the monthly inspection of fire extinguishers, slings, cables and the likes and appears to do a thorough job in checking out these items.

W. C. THURBER

WCT:jl

P.S. In our safety tour, I noticed that the boiler operating instructions had seriously deteriorated by weathering. I would suggest that new instructions be prepared encased in plastic and posted at the boiler.

UC 149-2

INTERNAL CORRESPONDENCE

MINING AND METALS DIVISION • BISHOP, CALIFORNIA 93514

To (Name) E. A. Piersall
Company Metals
Location Grand Junction, Colo. 81501

Date October 28, 1975
Originating Dept.
Answering letter dat~

Copy to Messrs. R. J. Kronkhyte
F. H. Larrison
W. C. Thurben

Subject KING CITY MANAGEMENT SAFETY AUDIT
October 15-16, 1975

Summarized below are comments of the people I interviewed during our Management Safety Audit of King City:

1. Steve Perez, Press Operator, 5 years

Perez indicated his supervisor discusses safety with him quite frequently. He thinks the new safety rules are good and the pictures make the rules more clear. He said they had good safety meetings every three weeks. He indicated there is no safety suggestion program. He said he was familiar with and uses the lockout program and he gave the example of when it was necessary to enter the dryer. He did indicate that as an hourly employee he did have an opportunity to participate in a Plant Safety Inspection, which he thought was very good.

Perez did not volunteer a lot of information, but did respond very well to the questions.

2. Paul Whitlock, Rock Fiber Operator, 13 years

Whitlock said his supervisor discusses safety with him frequently. He likes the SOP Program. He indicated the safety rules were good because about 90% of them were common sense. He appreciates the attitudes of his fellow employees in regard to housekeeping. He does not like to work in a dirty area which is cluttered with scrap and other debris. He indicated that slipping is the predominate hazard in his area and the Company was making a real effort to combat this problem. He does appreciate the Safety Award Program, but, he would not care to go to New York. Perhaps Miami or New Orleans. He said his crew has good safety meetings which also include some "off the job" safety at each meeting. He said he has the opportunity to discuss safety suggestions with his supervisor and valid suggestions are put on a work order by the supervisor. He indicated that if a work order does not get immediate attention it is "ear marked" Safety and it speeds up the work. He said he knew the correct procedure for entering a tank which he related step-by-step. He could not find any fault with the present safety program.

3. Frank DeLeon, Laborer, 2 1/2 years

DeLeon told me that he had seen a copy of the new safety rule book, but he did not have his own copy. He did say that it is a good book. He said that equipment operators were trained by going over the procedures in a book and then trained and checked by a supervisor. He seemed to appreciate his part in training new equipment operators. He thought the SOP Program was good because the supervisor could see and correct what the operator was doing wrong. I asked about his most potential hazards and hazards of the operation. He thinks the dust is unsafe which includes the shipping area; broken bags, etc. He indicated the forklift operators drive too fast and there are signs indicating that operators shall not drive faster than they can walk. I did not see the signs. He also indicated that many employees walk through the bagging room without respirators, that they apparently hold their breath until they pass through. In summary, he believes taking short cuts is the biggest hazard. He indicated the safety meetings are good, but they do not have enough meetings for the outside crew. He thinks the Safety Award Program is good and would like to go to New York. He indicated the lockout program is very good. He said that Larrison lectures them on smoking. He worries about the turnover of new employees; they are subject to accidents before they are properly trained. His supervisor talks to him about safety, for example, lifting safety. He thinks more safety meetings would improve the safety program.

4. Elmer Matasci, Shipping I, 8 years

Matasci indicated the biggest hazard was taking short cuts, for example, not enough men to stand-by, etc., when men went into the dryer. I questioned how recent his experience might be and he indicated it was several years ago and he admitted the procedure may have improved since that time. He has a copy of the new safety rule book and thinks it is very good. He said the SOP Program is okay. He indicated his supervisor discusses safety with him quite frequently, for example, blocking railroad cars. He indicated his crew complies with the safety rules outside. He said the safety meetings were good.

5. Ernie Gallardo, Mechanic I, 5 years

As suspected Gallardo was waiting to talk with someone and he volunteered copious amounts of information. He indicated the safety meetings were no good because they were not organized; for example, some men sleep, talk with each other, do not pay attention and get bored. He thinks SOP is for corrective action only. I corrected this last statement and showed him an SOP card which indicated satisfactory performance. He indicated one SOP was done on him each month. He said the safety rules are okay and he has read them. He said his biggest hazard was entering the "live bottom" bin where there are eight mechanical screws. He said the lockout procedure is good. He said his supervisor does not talk to him about safety except at group safety meetings. He indicated the only recent safety training he has received are the first aid meetings which are held downtown. He said he does not get any safety training on the job. He likes the Safety Award Program, jackets, etc., but he is not interested in a trip to New York. He does not remember who were the last employees who made the trip to New York. He indicated the safety meetings could be improved by more films. He indicated the greatest emphasis to get him to work safely is his own self preservation. He indicated he is a disabled veteran and he did not want to get hurt again. I told him this could be a definite asset as far as his safety performance was concerned. We discussed the hazards of oxygen and acetylene.

After the discussion with Gallardo I would like to make the following suggestions for what they are worth:

a. The supervisor needs to communicate with Gallardo and build up his ego and confidence:

   (1) Use the asking approach. Ask Gallardo how he would do it, etc.

   (2) Let Gallardo know how much he is needed and how much the supervisor depends on him to set a good example.

   (3) Ask Gallardo to participate in safety meetings, etc. Perhaps have him put on a demonstration.

   (4) The supervisor should give Gallardo a pat on the back for a job well done.

b. You should make an attempt to make more mileage out of the New York trip, etc. Perhaps dedicate an entire safety meeting to the New York trip. I am referring to the return trip of the participants; for example, their own story, slides, etc.

c. You should consider removing the gauges and capping the oxygen bottle when the welding truck makes a trip to the mine. Think of the potential hazards.

6. Steve Garcia, RG-244 Wet End Operator and Part Time Shift Leadman, 5 years

Garcia said his supervisor discusses safety with him frequently. He said the SOP Program is good. He indicated the new safety rules are good and he has read them several times. As a shift leadman he has given tests on the safety rules which he thinks is very good. He said his biggest hazard is making acetic acid. He said the procedure is good but he does not know whether or not it is in writing. He said he gets safety help from his supervisors and the safety engineer. He indicated the last safety training he received was from Ernie Piersall. He likes the Safety Award Program but would not care to go to New York. He said the safety meetings are good. He indicated his greatest emphasis to work safely was for his own protection and the Company record. He indicated he was familiar with the lockout procedure, safe entry, etc.

Garcia appears he would be an asset to any operation.

Summarized below are comments which may or may not be included in E. A. Piersall's report:

1. The King City operation should be complimented for their presentation of the entire Safety Audit:

   a. The housekeeping was good to excellent in all areas.

   b. Most employees appeared to have a good attitude. They were not bashful about giving a warm greeting to a stranger.

   c. The book put together by Bob Kronkhyte and his staff is commendable. It will be an asset to the Bishop Operations. The program appears to be sound.

2. In some areas it appeared there was a shortage of work space, particularly in the maintenance shop.

3. The only procedure which disturbed me was the repair of electric switch gear. I believe the bare ends of the electric wires should have been taped and the cover replaced until the job could have been completed.

4. It was a real pleasure to participate in the King City Safety Audit.

R. E. Hayes

REH:es

INTERNAL CORRESPONDENCE

METALS DIVISION

P.O. BOX 1029, GRAND JUNCTION, COLORADO 81501

To (Name) Mr. F. H. Larrison
Division Metals
Location King City, California

Date January 2, 1976
Originating Dept. Safety
Answering letter date

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Copy to Messrs. J. F. Emerson
R. J. Kronkhyte
W. C. Thurber

Subject 1976 Safety Program
King City

555 - Safety

Dear Larry:

I appreciated reviewing your 1976 Safety Program and find that it basically covers the requirements of the Divisional Safety Guide for annual program function. I was most pleased to note that you have included again the off-the-job safety themes because I feel that this is an important aspect that tends to be given less attention than desired in some program planning. Particularly I was glad to see that you have included the safe driving aspects during the months of June and September.

Throughout most of the program outline the accountability for accomplishment and the time period for accomplishment were defined for each of the activities. There may be a few cases where this could be more specifically established to help the measurability of the program; however, I feel that the safety calendar that you have developed as part of your program package is the most effective sheet references of any of the operations in our group.

Accomplishment of the activities and standards established in your program should result in achievement again of an outstanding safety record as you have demonstrated in 1975.

Very truly yours,

E. A. Piersall

EAP/brs