

G. W. Daues, 05

March 10, 1981

SAC Minutes, Meeting of 3/9/81

G. L. Tromblee

J. A. Glass

H. H. Cole

D. E. Kaldenberg

C. F. Navarrete

R. Rosenberg

CONFIDENTIAL

The SAC Committee and J. A. Glass met to review the three major areas of concern as determined at the PMSB on 3/5/81 from the plantwide suggestion program.

A. Improve Quality of Safety Education

After considerable discussion J. A. Glass volunteered to summarize SAC thoughts and LP&S inputs on items 1, 2, 4, 5, 6, 7 on this subject (see attached). G. W. Daues will investigate item 3 on utilization of MICS for safety procedures with maintenance.

B. Create a Shot-in-the-Arm Publicity/Communications Program, etc.

SAC defined the objectives and guidelines for such a program as follows:

Objectives

- 1) The plan must include an initial, personal contact to everyone in the location. Followup capability on the same basis is highly desirable.
- 2) The promotion plan must focus on INDIVIDUAL SAFETY ACTIONS and provide recognition to selected individuals on a continuous basis.
- 3) Initial (kickoff) and continuing visible publicity must be provided for the program.
- 4) The program should be planned for the balance of 1981, and the bases should be laid for continued emphasis in subsequent years.

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Guidelines

- 1) The existing safety organization: SHAC, Office Safety Committee, Hourly Safety Committee, and the PT Safety Committee, will be used to develop and implement the plan. No new committees will be created for this purpose. SHAC will develop the plan and work with the other safety committees to implement it.
- 2) Recognition of individual outstanding safety performance will be on a non-monetary basis. Selection criteria should be specified by LP&S.
- 3) "Hoopla" for the kickoff of the plan should be at least of the same order of magnitude as past plantwide programs, such as United Way, Bond Drives, etc.

C. Improved Leadership/Enforcement/Teeth

- 1) The STOP program is not being carried out at this time.
- 2) We need to continue discipline for safety infractions in a steady manner through the line organization, without publicity on specific instances.
- 3) Howard Cole should discuss the subject of discipline for safety infractions in the meetings he has with foremen and supervisors.
- 4) In G. L. Tromblee's communications to employees the fact that discipline has been and will continue to be administered should be mentioned.

Our forward plan is to review suggestions under B) above with G. L. Tromblee during the week of March 9, 1981 and then to meet with SHAC on March 17 to explain the objectives and guidelines.

In addition it is suggested that G. L. Tromblee communicate plantwide of the activities which are underway this week.


G. W. Daues

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PLANT MANAGER'S SAFETY BOARD MEETING ON
SAFETY AWARENESS
MARCH 5, 1981

ACTION PLANS

The first step in the Plant Manager's Safety Board review contained a sampling of some of the action plans from each member of the Board. Some of these were duplicated. This list is only a sample.

1. Initiate a new lockout procedure for Mechanical and Material Technology inspectors.
2. Improve safety rule enforcement between operations and maintenance supervisors, foremen, chief operators, etc.
3. Initiate supervision/hourly one-on-one discussions.
4. Review all incidents in safety meetings.
5. Check job site to ensure compliance with conditions written on the permit.
6. Improve communications about what's going on in the unit from a safety standpoint.
7. Install a lockout board showing what equipment is locked out.
8. CED/contractor have the Monday "Tool Box" Safety Talks be given by supervision.
9. Accounting to initiate a Safety Promotion Team for their Department (they will be invited to all the regular semi-annual Safety Promotion Team's training sessions).
10. Gene Tromblee will make a personal audit of work underway in various parts of the plant, unannounced.

ASSIGNMENT II

This represents a sampling of the top five items on the suggestion list of all the members of the Board for improving individual safety awareness.

1. Go immediately with the full STOP program.
2. Tighten up the system through direct involvement of supervision throughout the plant.

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3. Use line approach to safety.
4. Upgrade monthly safety meetings through supervisor involvement.
5. Enhance leadership role of the Safety Department.
6. Provide plantwide recognition for good safety performance.
7. Positive action to slow down plant traffic.
8. Immediate, strong disciplinary action on safety violations.
9. Use safety alert and "promotions on a continuing basis rather than on "saw tooth" effect.
10. Go back to previous successful program such as, "Yellow Flag for Safety", "You are You're Brother's Keeper", and provide an ongoing publicity program.
11. Set up safety procedures in the MICS computer system for ready reference from the field.
12. Shift priorities back to our main business of operations and maintenance.
13. "Keep a card file" on persons who have had safety training when they come into an operating unit for work assignments.
14. We need a "January" plan.
15. Prompt and thorough publicity about accidents and injuries and what the cause was.
16. Develop means for giving recognition for good housekeeping.
17. Begin staffing with shift foremen.
18. Better plantwide understanding of the overall safety program including the committees and their responsibilities.
19. Provide refresher safety orientation.

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Summary

A. Improve quality of safety education:

- 1) Upgrade monthly safety meetings through supervisor involvement.
- 2) Provide refresher safety orientation.
- 3) Set up safety procedures in the MICS computer system for ready reference from the field.
- 4) Better plantwide understanding of the overall safety program including the committees and their responsibilities.
- 5) "Keep a card file" on persons who have had safety training when they come into an operating unit for work assignments.
- 6) Prompt and thorough publicity about accidents and injuries and what the cause was.
- 7) CED/contractor have the Monday "Tool Box" Safety Talks be given by supervision.

B. Create a shot-in-the-arm publicity/communications now and a continuing program for safety performance and safety related items:

- 1) Go immediately with the full STOP program.
- 2) Provide plantwide recognition for good safety performance.
- 3) Use safety alert and promotions on a continuing basis rather than on "saw tooth" effect.
- 4) Go back to previous successful program such as, "Yellow Flag for Safety", "You are You're Brother's Keeper", and provide an ongoing publicity program.
- 5) We need a "January" plan.
- 6) Prompt and thorough publicity about accidents and injuries and what the cause was.

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- 7) Develop means for giving recognition for good housekeeping.

C. Improved Leadership/Enforcement/TEETH:

- 1) Go immediately with the full STOP Program.
- 2) Tighten up the system through direct involvement of supervision throughout the plant.
- 3) Use the line approach to safety.
- 4) Enhance leadership role of the Safety Department.
- 5) Positive action to slow down plant traffic.
- 6) Immediate, strong disciplinary action on safety violations.
- 7) Shift priorities back to our main business of operations and maintenance.
- 8) Begin staffing with shift foremen.

ACTION PLAN--PLANT MANAGER'S SAFETY BOARD

1. Publicize the plantwide safety organization:

- Improve PMSB profile.
- Provide appropriate safety publicity.
- Let's make the program work.
- Let's publicize it.
- Overcome the image, through publicity, that the management is "too concerned about numbers and not enough about people".

Responsibility for this will be shared among the Plant Manager, Don Kaldenberg and J.A. Glass.

2. Make better use of the Plant Manager's Safety Board time:

- De-emphasis on past performance.

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- Forward looking plan.
 - Less reactive management.
 - Advance SHAC/SAC data to the members prior to the meeting. The Plant Manager and Arnold Glass will get together to review the agenda and propose some changes prior to the next meeting of the board.
3. Each member of the Board will now implement their own action plans to gain improved safety awareness on the part of the individuals in their operating and service areas.
 4. Gene Tromblee will make a personal audit of work underway in various parts of the plant, unannounced.

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