

M E M O R A N D U M

October 24, 1989

TO: B. J. Sasser
FROM: E. C. Irby, M.D.
RE: Safety Manuals

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I am sure you are aware that I was quite surprised yesterday to learn from you and others that many divisions and many plants have their own safety manual. At looking back now, it is easier for me to understand your problem with a corporate lock-out/tag-out policy and confined spaces policy. I would like to give you some idea of my current thinking so that at the time of your annual appraisal we can set up 1990 goals which both of us have had an opportunity to consider in depth. All of this is open to discussion, but my current thinking is as follows:

1. Reynolds' Corporate Safety Manual should be in the hands of every safety representative. If it is a subsidiary, in most cases the manual should be "sanitized" so that all Reynolds' identity is removed.
2. The Corporate Safety Manual should include all of the generic safety procedures and policies.
3. The plant or divisional safety manual should comply in a generic way with the Corporate Manual and then can address itself to a local plant's conditions or rules.
4. A copy of every plant and divisional safety manual should be on file in Corporate Safety.
5. It is the responsibility of Corporate Safety to determine that the plant or divisional safety manual complies with the Corporate Safety Manual's stated generic policies.
6. When changes are made in plant or divisional safety manuals, a copy of the change or addition should be sent to Corporate Safety.


E. Claiborne Irby, M.D.

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