PLAINTIFF'S EXHIBIT

MON-2051

ARC 850920

**Monsanto**

FROM (NAME & LOCATION) D. D. Kos - O-11

DATE March 2, 1982

cc PMSB
SHAC

SUBJECT 1982 SHAC JRA Document

REFERENCE

TO : G. L. Tromblee

The SHAC Committee has developed and committed to an overall result/goals document for 1982. The document is general in nature and is meant to serve as a guide to SHAC Committee efforts throughout the year and will be used at year end to evaluate the collective committee performance. It is recognized that a number of the goals statements are general in nature and performance will be based on your opinion.

Included in this transmittal is a restatement of your safety concerns which were expressed at the 1982 SHAC kickoff meeting. This concerns list along with P-Bulletin 0100 and the results of 1981/1982 SHAC transition meeting were used in development of the attached JRA document. This is an evergreen document and will be modified as emphasis changes throughout the year.

D. D. Kos

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Attachments

## GENE'S CONCERNS

1. Safety Procedures

   Up-to-date/following

2. Hourly Committee Involvement

3. Follow-up on Accident/Injury Recommendations

4. Review with U/C Teams

   --Book Quality
   --Effectiveness
   --Cross Exchange

5. Program Innovations

6. Supervisor's Safety Program

7. Follow-up on

   --MCI Inspections
   --S&PP Inspections
   --Hazardous Material Audit
   --M&M/IRI Fire Protection
   --Acc/Injury Report Recommendations (Audit)
   --P-Bulletin Revision
   --Quarterly Inspection Items (Audit/Monitor)
   --Loss Reporting

8. Manage Local Safety/Housekeeping Inspections

9. Program Innovations

   --Other Plants
   --Cross Pollination U/C Teams

10. Accentuate the Positive

11. Coordination of Annual MCI Inspection

    Target - "OUTSTANDING"

12. 1982 Recordable Injuries--

| | RI | DAW |
|---|---|---|
| --Basic | 22 | 5 |
| --Outstanding | 13 | 2 |
| --Y-T-D | 4 | 1 |

13. Positive Emphasis on Office/PT Safety Committees

14. Special Assignments from PMSB/SAC/GLT

Monsanto | COMPANY CONFIDENTIAL | JOB RESULTS ANALYSIS – GOAL 1982

PRINCIPAL THRUST

Improve level of safety awareness and commitment of every employee to effect a reduction in injuries

LOCATION Texas City NAME SHAC Committee

JRA-DATE _____ GOALS DATE _____ TITLE _____

GENERAL CONDITIONS PREMISES

| RESULTS TO BE WORKED TOWARD | ACTION RESULT | GOALS | JOINT ACCOUNTABILITY | RANGE | | WEIGHT |
|---|---|---|---|---|---|---|
| | | | | BASIC | OUTSTANDING | |
| * relates to Principal Thrust | (✓) | | | | | |
| *1. Achieve targeted plant safety performance in 1982. | | 1a. Improve the effectiveness of HSC and unit/craft safety promotion teams. | | | | |
| | | b. Sustain the demonstrated safety performance of the OSC and PTSC. | | | | |
| 2. Achieve an outstanding rating on the 1982 Annual Safety and Housekeeping Inspection. | | 2a. Improve and sustain a high level of housekeeping in 1982 on an ongoing basis. Special emphasis on peripheral areas. | | | | |
| | | b. Conduct effective, regular in-house safety/housekeeping inspections. | | | | |
| | | c. Coordinate and manage the 1982 Safety/Housekeeping Inspection in a timely manner. | | | | |
| 3. Audit plant safety programs, investigations, and inspections and recommend necessary changes. | | 3a. Establish mechanism for monitoring and reporting status of seven recommendations. | | | | |
| | | b. Assess the effectiveness and use of safety procedures and bulletins. | | | | |
| 4. Improve safety awareness of non-Monsanto personnel at Texas City plant. | | | | | | |
| 5. Develop and implement plant safety promotional efforts to improve level of safety awareness. | | | | | | |

JRA APPROVED BY _____

DATE _____

GOALS APPROVED BY _____

DATE _____

Goals represent _____ % of total performance

G 3083

SC 002268

LAM003473

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## PRINCIPAL THRUST

Improve level of safety awareness and commitment of every employee to effect a reduction in injuries.

Results & Goals

*1. Achieve targeted plant safety performance in 1982.

1a. Improve the effectiveness of HSC and unit/craft safety promotion teams.

b. Sustain the demonstrated safety performance of the OSC and PTSC.

2. Achieve an outstanding rating on the 1982 Annual Safety and Housekeeping Inspection.

a. Improve and sustain a high level of housekeeping in 1982 on an ongoing basis. Special emphasis on peripheral areas.

b. Conduct effective, regular, in-house safety/housekeeping inspections.

c. Coordinate and manage the 1982 Safety/Housekeeping Inspection in a timely manner.

3. Audit plant safety programs, investigations, and inspections and recommend necessary changes.

a. Establish mechanism for monitoring and reporting status of seven recommendations.

b. Assess the effectiveness and use of safety procedures and bulletins.

4. Improve safety awareness of non-Monsanto personnel at Texas City plant.

5. Develop and implement plant safety promotional efforts to improve level of safety awareness.

## SUGGESTIONS

1. Make SHAC agenda items/status visible.
2. Improve HSC.
3. Keep PMSB posted on progress of inspections.
4. Share the load:

   Organize
   Deputize
   Supervise
   Keep the score
   Keep it visible

5. Countdown Program.

## HOURLY SAFETY COMMITTEE SUGGESTIONS

1. Attendance/membership.
2. Programs.
3. Advance notices/phone calls.
4. Other SHAC member attend.
5. Avoid U/C business.
6. Avoid jurisdictional/L.R. disputes.
7. Make Hourly Committee Chairman lead the meeting. (He/she needs training in how to do this.)
8. Educational opportunities.
9. New P-Bulletins.

## QUARTERLY INSPECTION CONCERNS

1. Importance of PMSB participation.
2. Importance of written record.
3. Hold 'em on time.
4. Problems with fringe areas.
5. Drive-around inspection.
6. About one-half day to do them.
7. Schedule in advance.
8. Send reports to general superintendents.
9. Once/year own areas.
10. SHAC emphasis items.
11. Advance notice to unit--stick to schedule.
12. Get hourly involved.
13. Get foremen involved.
14. Make contact W/C Supv. 7 days lead time to get U/C reps.
15. Reports to all participants.
16. Take copy of last quarterly report plus written response.
17. Get hourly involvement in follow-up.
18. U/C promotion teams have pre-inspection meeting.
19. Drive around inspection--by plant manager.
20. Consider reapportioning areas.
21. Use Office Safety Committee and PT Safety Committee in offices and labs.
22. Consider using staff groups.

## NEW SHAC CHAIRMAN'S CONCERNS

What's wrong? '81 SHAC Committee comments:

1. Hourly are concerned.
2. Level of competence in operations at all time low:
   - Operators bid out
   - Affects attitude
   - Weeding out incompetents
3. Individual safety awareness.
4. | | | |
   |---|---|---|
   | Maint. | 14 | 11 |
   | Op | 9 | |
   | Others | 2 | 11 |
5. Serious incidents.
6. Incidents occurred from actions being done every day.
7. Get individuals to think before acting.
8. Come from routine jobs--not paying enough attention.
9. Not enough attention to safety.
10. Willingness to commit unsafe acts or use unsafe procedures.
11. Not enough management/supervisory time in the field.
12. Importance of maintaining high degree of safety awareness:
    - How to offset things that divert our attention from safety
13. Familiarity breeds complacency.
14. Doing things like done elsewhere.
15. Plant procedures slipped.
16. Are procedures up-to-date?
17. Management makes clear:
    - "I'm not going to tolerate accidents."
18. Consistent top-down commitment.
19. Discipline.
20. Safety program lacks clear direction.
21. Closer off-shift supervision.
22. One-on-one.