



Occidental Chemical Corporation

MEMO

PVC Resins/PVC Fabricated Products

To J. A. Bailey
J. M. Simoes

From S. W. Schaefer *SWS*

Date April 20, 1987

Subj ct SAFETY

cc: J. R. Hirl, Darien
G. A. Balsam, Durez
J. B. Bradley, Darien
J. M. Coburn, Pottstown
R. L. Courreges, Pottstown
~~W.~~ Driscoll, Niagara
T. L. Jennings, Niagara
D. L. Lull, Pottstown
M. J. Rudick, Darien

Our 1987 performance to date is unacceptable. I am no longer prepared to accept the position that "we are doing all the right things." While I have no way to prove the point, my gut tells me that at the plants we are going through the motions to satisfy the letter of the Oxy Safety Programs, but not necessarily the spirit. In any event, we must do some things differently in an effort to get a better response.

Effective with the month of May I would like you to institute a monthly review meeting at the three northern plants (2 Burlingtons & Pottstown). The purpose would be to critically review what is being done each month to improve safety, for both timeliness and quality of effort. Bill Driscoll has agreed to lead these meetings and to report his observations to the three of us immediately thereafter. I feel we need someone with Bill's qualifications and independence to insure that what is being done is effective and that we are not simply kidding ourselves. These meetings should be attended by the Manufacturing Directors, Site Managers, Production Managers for each plant in the case of Pottstown and Burlington N and the appropriate ER and Safety personnel. Dick Courreges will set up the May meeting for each plant.

SWS/rm
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Suggestions for PVC Division

1. One individual totally responsible for safety for PVC Division - title would be Manager/Director of Safety. He would develop programs and be responsible for budget.
2. Safety coordinators at each plant would report solid line to manager.
3. Manager of Safety would report to Steve Schaefer on a temporary basis for next two years.
4. Steve Schaefer to have a monthly safety meeting with:

Manager of Safety
All direct reports
Poorest performing plant manager
5. Key stair step meeting should include cross section of all key managers.
6. Team approach to theme for the month include staff people along with manufacturing.
7. New approach to housekeeping/safety inspections.
 - Fabricated Products personnel inspect Resins and Compounds.
 - Resins and Compounds personnel inspect Fabricated Products.
 - Staff personnel required to conduct inspections.
 - Strong "troop level" program
8. Strong results orientated accountability.
 - Plant managers to have razor sharp accountability.

AWARENESS

INVOLVEMENT

ACCOUNTABILITY

Theme For The Month

- Theme developed by team consisting of representatives from many different groups (crosses mines organization, chemical organization, and other staff groups).
- Team plans program through various scheduled meetings - each team member having a responsibility for work contribution.
- Team captain and team members present concepted program and cost budget to management for their appraisal and approval.
- Each team member then becomes proactive in selling upcoming program in next scheduled stair step meeting. Answers questions for clarification and efficient program kick off.

Department Competition/Enforcement

- Worst housekeeping area houses and feeds a live pig for one month, extra inspections.
- Best housekeeping area receives plaque, awards, barbecue, etc.
- Part of performance review, merit increases.
- Recognition for outstanding work (attach my memo).
- Areas identified as flagrant abusers, poor in ratings must develop plans for implementation and corrective action. Receives high level review.
- Active part of stair step meeting is its review of these areas! (All movers and shakers are present in this meeting.)

Divisional Headquarters Involvement - Tampa

In 1986, had four presentations with all Divisional personnel.

- A - Take Care kick off.
- B - Slips, Trips, and Falls.
- C - Evacuation Drill.
 - Fire Safety.
- D - Audit of Building.

Note: Feedback from employees very good.

EMT Training

- Company have certified paramedics (working for Oxy) that conduct scheduled training programs at Oxy site.
- Actively solicit people for EMT training from all locations. Conscience effort to have full coverage of all areas - even for night shifts.
- Presently have 70 employees certified emergency medical techniques.
- (10-15 employees are also paramedics).
- Employees get pay increase for obtaining and maintaining certification.

CPR/First Aid Certification

- Regular scheduled training programs administered by Oxy employees with instructor's certification.
- Actively solicit employees from all locations for CPR training and general first aid training.

Personal Health Emphasis

Program very clearly brings into focus:

- Seat belts while driving.
- Proper diet and exercise for avoiding heart disease.
- Home accident prevention.
- Home safety programs.

Employee Feedback/Success Stories

- Monthly newsletters.
- Special bulletins.
- Part of stair step meeting structure.
- Monthly safety meetings.
- Oxy Employee heart attack on job - saved by quick acting, well-trained fellow employees.
- OSHA incident rate - published for everyone.
- Accidents written up - published for all managers.

Notable Programs

- Skit for line breaking procedure using spool piece, wage employees, and supervisor.
- Show lock outs, etc.
- Safety meeting critiquing.
 - All safety meetings must be critiqued.
 - Effort to improve quality of meeting.
- Library of films, cassettes on site owned by Oxy.

Gifts/Prizes/Items For Sale

- Fire alarms.
- Fire extinguishers. Keeping with the theme for the month.
- Trinkets for kids.