PLAINTIFF'S EXHIBIT
MON-1565

SC 14695

July 7, 1966

Mr. Jonn H. Roberts
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Chemstrand Company
P. O. Box 1057
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Dear John:

I enjoyed very much meeting you in Boston and our discussions both during the sessions and after the sessions.

In answer to your request I am sending you information relative to our program called Safety Sampling Index Program. We began this program in February 1963 and continued until the end of 1965. We considered the program to be very successful in the areas of training supervisors to observe, in gaining participation by supervisors in inspection activity, and because we incorporated a training program with this to perform safety training for supervision. We were only moderately successful in using the program as a measuring tool for performance and if you are interested in this aspect of the program, I will be glad to provide our approach and methods for statistical analysis of results. The reason that I say moderately successful is because we found that where areas were outstandingly good or bad, they also showed up in this program as significantly better or significantly worse than the norm. However, there was not as good a separation as we thought might be possible when we started the program.

I believe the program is pretty well described in the attachments, but I would call your attention to a couple of things. Mr. Nisbet, who is Plant Manager, was one of the captains of a team. The captains were selected from the superintendents and general supervisors level. All field supervision in operations and maintenance were included. The inspection schedule was done by dividing the plant into 28 locations and assigning the schedule by random numbers to Group A Team 1. I am sure that you can understand what we did when you look at the tabulated schedule. The form used by the inspector gives a few guides for inspection not to be considered inclusive. After the inspection is made, the inspector

writes the number of violations in each box as appropriate. We gave a rating to the inspected area according to the following formula:

$$\text{Index Rating} = \frac{100 - (2R + 2A + 1/2C) \cdot 10}{3}$$

R = the number of rule violations.
A = the number of unsafe acts.
C = the number of unsafe conditions reported.

This is an adaptation of the safety control program initiated at the DuPont Chambers Plant back in 1957.

If you have further questions, please let me know. We considered this as one of the best programs we have ever used. One of the factors necessary for success is management pushing to see that these inspections are made and are made within the period scheduled. Since we have discontinued this program, the individual areas are continuing it on an individual area basis using their own supervision.

Best personal regards.

Tony Ozarchuk

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Attachments

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