

Monsanto

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FROM (NAME & LOCATION): N.G. Hobbs - J.F. Queeny Plant

DATE: September 20, 1977

cc J.S. Schafbuch
K.H. Frank

SUBJECT: Plant Safety Steering
Committee Functions

REFERENCE:

TO: G.F. Knollmeyer

PLAINTIFF'S EXHIBIT

MON-512

Below I have outlined some of the 1977 Committee's observations and recommendations to be used as input and direction for the 1978 committee.

Obviously, the first recommendation is that the Steering Committee concept should be sustained. The charter of this committee should continue to be to develop the program and the corresponding promotional activities to support the overall plant safety goals. It should continue to function under the direction of the plant manager and staff while complimenting the safety department. It should not function as a part of any other committee and should remain a separate entity with no responsibility for enforcement, compliance, training or corrective action to unsafe conditions.

The committee should be organized into two sub-committees; program and promotional. The staffing should consist of:

Overall Committee:

Chairman Selection Criteria

- Superintendent level most desirable.
- Must be able to relate well to hourly personnel - line experience desirable.
- May have served on previous years committee as sub-committee or chairman.

Program Committee:

- Co-chairman - One salary - one hourly
- Members - 4 newly selected (1/2 salary)
1 carryover, salary, to serve as needed for continuity.

The program committee should supply a liaison to each monthly committee. This means that each new member including

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co-chairmen will serve as liason twice during the year. If however, the promotional committee's involvement is at a low level, these individuals could be utilized to share the normally high level of activity on the program committee.

Promotional Committee:

- Co-chairmen - one salary - one hourly
- Members - 6 newly selected (1/2 salary)
1 carryover, salary, to serve as
needed for continuity.

The timing is critical if an effective program is to be prepared by January. Total preparational time allowed should be three months. An overall chairman should be selected by September 15, 1977. Counseling with the plant manager on the 1978 program should follow. The overall chairman should pick his committee from a list supplied by the staff and union board with meetings for the committee beginning as soon as possible. The plant manager's agreement should be obtained on the members of the committee prior to the start of the committee meetings. Reviews should be held with the staff on a monthly basis during the program preparation. The staff safety meeting (third Thursday each month) is a good target date - monthly. This should be agreed to by the plant manager. All reviews by the staff should be completed and basic agreement reached on the overall program in mid-December. The kick off should be January 15, 1978.

It must be remembered that the individuals on the sub-committees will spend as much as 20-30% of their time in the two to three month developmental phase of the program. On a monthly basis after the kick off, this diminishes to 5-10%. Specifically, the individual serving as liason for February will be very active in December. The overall committee should normally handle the preparation for the kick off. The start is very important. Having adequate time for preparation is a must, and the commitment of the individuals on the committee and their respective supervision is imperative.

The committee should meet monthly at a minimum to review the progress of the program and to be sure plans are made to implement modifications where appropriate. Deadlines should continue to be established for each monthly program committee. This was a real asset in the 1977 program. A suggested time table is attached.

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The 1977 committee has made the following recommendations:

- After the new committee is formed and organized, they should meet with the out-going committee to review and critique the 1977 program. The purpose here is to provide stimulation for the new committee members and to keep them from reinventing the wheel. It would be best to conduct this session by sub-committees.
- It should be understood that the promotional committee may need additional help at any point in time throughout the year. This additional manpower (2-4 people) should be made available for short term duties (2-3 months) upon the request of the overall chairmen to the plant manager.
- Without the services of Mike Hasenstab, the promotional committee and possibly the program would have been a struggle. Mike's role in communications was outstanding. Consideration should be given towards assigning an individual full time to this duty. When not preparing safe news, he could be in the field sampling for program effectiveness or attitude.

The "What's New" paper often restricted timely and safety communications. Safety news should be separate, at least in part from other plant communication priorities. In light of the fact that so many new employees are in the plant, this would be an asset. The individual could be either hourly or salary. He would report to personnel and would be assigned to the promotional sub-committee. A strong kinship would have to exist with the "What's New" editor.

- The safety observer should attend the monthly committee meetings to discuss current trends in safety performance, etc..
- The program committee should not plan the monthly programs for the entire year in the developmental sessions prior to kick off. Only the first three months of the new year (February - April) should be planned. At the end of each month an additional month should be added. In general only half the year should be scheduled for specific topics prior to the kick off. Some allowance should be made for topics appropriate for the plant based on results and trends.
- The monthly committees should be picked at the time the new topics are selected. Remember a topic change must have a three month lead time.

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- The Good Buddy of the month concept should continue.
- The S.T.O.P. program should become a way of life in the plant. It should be included in the early part of the 1978 program to reinforce the need for continued involvement in the S.T.O.P. program on the part of all employees.
- The promotional program is the focal point for the overall program. In this respect, an effort must be made to reward the employees for results. The rewards should be planned at a frequency which reflects a fairly high degree of chance of occurring (i.e. 30 safe days, etc.). The type of award, by chance to individuals, or in total to the plant should be a decision made by the overall committee with the plant managers agreement.

In summary, the 1977 committee feels that the Steering Committee concept is a good one. We hope that our recommendations will make it a better one.

Gary Hobbs
1977 Plant Safety Steering
Committee Chairman

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1978 SAFETY PROGRAM TIME TABLE

September 15	Select overall chairman
September 21	Committee selected and approved by Plant Manager
September 26	Critique meeting with 1977 committee to be held during this week
October 20	Review 1978 committee progress with Plant Manager and staff
November 1	Committee for February, 1978 program to be selected and liason assigned
November 17	Review 1978 committee progress with Plant Manager and staff
December 1	February monthly committee to begin meetings
December 5	1978 committee to make formal presentation to staff on safety program during this week
January 1	March monthly committee and topic to be selected, liason assigned
January 11	February committee to make presentation to staff
January 15	Kick off 1978 Safety Program Plant Manager and staff to be involved
January 25	Clinic for February meeting

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