

FROM E. E. RUMBERGER
PITTSBURGH OFFICE

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TO MR. J. REID CLARK
MASSENA OPERATIONS

CONFIDENTIAL

1980 February 29

RE: MASSENA OPERATIONS
Ref: Industrial Hygiene Function

Reid, I simply want to confirm the conversation we had a short time ago regarding the management reporting function for Industrial Hygiene.

Over the years, it has been apparent that the most effective management for Industrial Hygiene occurs when it is in the hands of Technical management personnel. Industrial Hygiene is a fairly complex and highly technical science. The workplace sampling is most usually done by plant laboratory technicians. The person who manages the function must plan sampling strategy and methodology with a good technical knowledge, along with a full understanding of the process chemistry involved in a specific plant operation.

At present, there are no other major Alcoa facilities that have this function under the Safety Manager. The Safety function involves a much different type of management responsibility involving a high degree of the motivational science. While obviously important in its own right, Safety Managers rarely have the background to manage the Industrial Hygiene aspects of the plant.

I am hoping that you will give every consideration to a realignment of the Industrial Hygiene function at Massena. You indicated you might want to put this responsibility under Mr. J. R. Feeley. While I have not yet had the opportunity to meet him, his position would certainly seem to be a very appropriate place for Industrial Hygiene.

I will be most interested in your decision.

E. E. RUMBERGER

EER/eds

cc: J. P. Welch - Pittsburgh Office

BCC: M. J. Vaudreuil - Pgh. 6

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EXHIBIT
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