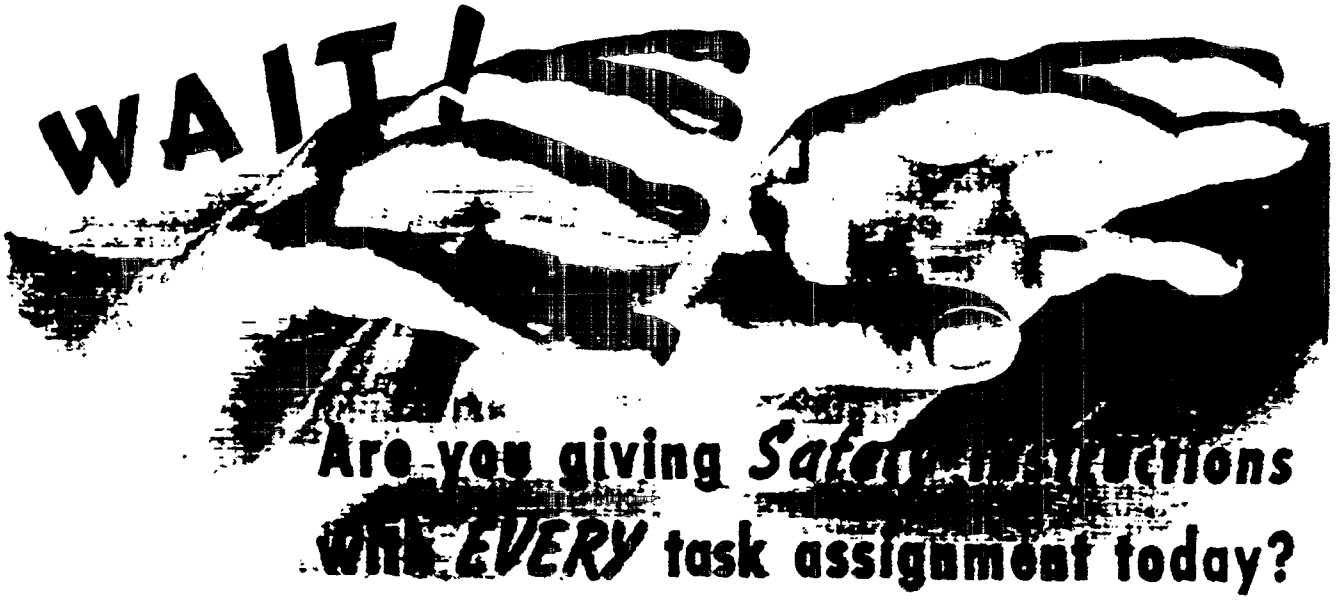
PLAINTIFF'S
EXHIBIT
DUP-2269

DU PONT
REG. U. S. PAT. OFF.

Safety Program • 1955



DUP 0918621

Engineering Department

CONSTRUCTION DIVISION

DU 032203

ENGINEERING DEPARTMENT

CONSTRUCTION DIVISION

SAFETY PROGRAM

1955

Divisional and Field management have stated their opinion that our Annual Program for 1955 should emphasize and require improvement in the use of our primary and secondary techniques. Everyone is, or should be, aware of the fact that we have never discarded any of our techniques and that it has always been in the province of responsibility and opportunity for all sites to operate the methods at maximum productivity.

For the sake of review, our primary techniques operate under the following broader headings:

I. PLACEMENT—Employment "Screening" with realistic "Job Placement."

II. TRAINING—Effectual divisional and job site extended employee orientation.

III. GROUP INSTRUCTION—Monday Morning "Tool Box" Meetings by foremen (with factual Proctor System assistance).

IV. ORGANIZATION AND PERSONAL INSTRUCTION—Consistent line organization—S.T.A. practice and V.F.R. control.

V. FOLLOW-UP—Daily and weekly "Job Inspection" (including V.F.R. tabulation and control).

The Division Safety Office is herewith delineating specific ways and means of improving fundamentals for detailed application in 1955. Such delineations in effect are to be construed as the "new phase" of the program rather than any other new applications, such as were used in recent years, like the "Personal Contact" requirement, the "This I Did" cards requirement, and the most recent "Individual File Folder" requirement.

Following in the order of the above listed basic techniques, we indicate how each activity may be improved on *more specific, more factual, more thorough,* and *more consistent* application at all sites alike. Supervision is expected to delineate further under each subject, by its own extended analysis, as each set of conditions at each site may require.

1. Placement - Employment Screening (Selection)

A specific and uniform policy has been framed which will emanate from the District Superintendents and the Service Superintendent resulting from analysis of divisional needs as well as local conditions so as to get the maximum in potential employee effectiveness. This you will obtain from the Division Service Superintendent's Office.

No one should expect management to assume liabilities under the present compensation law obligations without some attempt to avoid liabilities often traceable to other previous employers or previous circumstances or conditions.

No workman should be permitted to assume the hazards of construction work who might injure himself critically or lose his life in so doing. Selection should, therefore, embrace two important considerations:

(a) Basic physical objections and risks, and secondly,

(b) Aptitude and attitude risks.

Job placement will be the daily responsibility of each foreman, craft superintendent, with assistance by area and division engineer, at employment and thereafter.

2. Training - Employee Orientation

Each new or reemployed employee shall be required to attend 3 one-half hour orientation classes, at intervals as follows:

Session A—with Safety Engineer—
1st day at work

Session B—with Craft Superintendent—
7th, 8th or 9th
working da-

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Session C—with Safety Engineer—
16th, 17th or 18th
working day

Subject Session A)—In this meeting it is the Safety Engineer's responsibility to explain safety policy on the site, in the Division and in the Company. Such regulations as medical and First Aid, personal protective equipment and a good sampling of the Blue Book's contents shall be developed and discussed. In any event the newcomer shall be impressed to sufficient dependability.

Subject Session B)—In this meeting the Craft Superintendent is to make perfectly clear where he stands on safety and where his craft employees stand, man for man. The craft superintendent must impress on the new employee in strong, clear terms, as to what is wanted, who the worker is responsible to and for exactly what. Sincerity, clarity and straight-from-the-shoulder talk is required here at the craft performance level. After a craft superintendent has personally and forcefully made known his stand on safety with his own men "individually" he should later invite other craft superintendents to talk to his craft as a group for a show of solidarity in the supervisory ranks.

Subject (Session C)—In the second meeting with the Safety Department, the principal objective is to get clearer explanations of *how* techniques are applied to maximum effectiveness in relation to individual workers. What techniques, what old human habits or what short range hazards or remedies are discussed, are left to the good judgment of the Safety Engineer and his supervision and will be subject to local specific work and conditions.

3. Group Instruction -

Tool Box Meetings (Factual Proctor Assistance)

(a) These have too often given evidence of need for *more thorough preparation* on the part of the foreman presiding. The *Planning Committee*, the *Steering Committee* and the *Safety Office* will be more thoroughly critical in the constructive, progressive improvement which we must get from *each* foreman in every meeting.

The aforementioned committees *shall assist* more *practically* in the *guidance of each foreman* for better *quality* and practical application of *tool box meeting time* as it affects the work *on hand as the time, craft for craft* and *gang for gang*.

(b) The established Foreman's Forecast should contain, in the future, more of the *major hazards anticipated*. To obtain the maximum benefit from this weekly Forecast, it shall be completed for Thursday issue, applicable to the week beginning the following Monday. Planning committees are, therefore, required to sit on Tuesday of each week, so that by mutual discussion of projected work for the sites, the material for the Thursday forecast may be adequately covered on time.

(c) Proctors are to be selected far more critically in the future as indicated in the Blue Book. They should be rotated not more often than 20-30 days and their performance should be checked by the Safety Office at least twice *each week*. They shall be identified by the *new divisional proctor "insignia-badge" and "matching hat band"*. These are supplied by the Division Safety Office.

4. Organization and Personal Instruction -

Consistent Line Organization—
S.T.A. Practice

The principal improvements of this technique, based on our experience with it over the past twelve years, are as follows:

(a) Proper S.T.A. must be given *in every case* with each new task assigned according to the Blue Book) and it will *not* be satisfactory to give S.T.A. on some tasks *and not on others*.

(b) The context of the S.T.A. for any given task is to be *specifically* the result of good *"eye-to-mind" analysis* of every task and *never* a humdrum generality or repetitive monotony for only *token compliance* with the S.T.A. obligation. On *written blocks* of more hazardous work, S.T.A. should be written (10 words or 1,000 as may be required by the risk in the task).

(c) Top supervision, from Project Manager through Field Superintendent, all Field Engineers, Craft Superintendents and other Supervisors *must realize that they, themselves*, must give adequate, timely and exemplary S.T.A. creditable to their person and position.
NOTE: Only S.T.A. that results in no accident is "adequate" S.T.A.

5. Follow up - Daily and Weekly "Job Inspection"

(a) In the past many designated inspection committees did an effective job of the standard tour of activities. On occasion practice has been for *one or two committee members* to do *most of the observing* and note-making. In the future *each* committee will present notes *so divided* that *each* inspection committeeman will have evidence of *his own* findings and recommendations.

(b) All committees shall be briefed prior to starting out as to what they are to look for, how thoroughly they are to look and that faults are to be recorded and corrected no matter what group they pertain to.

(c) Inspection teams should be *trained to look for things that may develop rather than only* that which is obviously and physically before them at the moment of inspection. When possible, as in the past, all objectionable conditions should be ordered corrected on the spot at the time of inspection and reported accordingly for the V.F.R. Tabulation.

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CONSTRUCTION DIVISION
1955 SAFETY PROGRAM
MONTHLY CONTROL REPORT

Attach to Log Sheet)

PROGRAM ITEM I.

Following are three examples of practical functions of this Item at this Site for the current month. Get from Emp. Supvr.)

1. _____
2. _____
3. _____

PROGRAM ITEM II.

Orientation—impressive, instructional. 3 sessions from Program.

		Lab.	Carp.	M.W.	Sh.M.	Elec.	Pipe	Iron W.	Boiler M.	Trans.	Painter	Other
Attendance This Month	Session A											
	Session B											
	Session C											
New Employees This Month												

PROGRAM ITEM III.

S.T.A. practice and control.
Give statement as evidence that field checks are in process. Done this month.

1. _____
2. _____

PROGRAM ITEM IV.

Tool Box Meetings—Improvement

1. Last Month's (Visitor's score for project) job average_____
2. This Month's (Visitor's score for project) job average_____

PROGRAM ITEM V.

Job Inspection

1. Weekly V.F.R. _____ _____ _____ _____
2. The four greatest hazards corrected were: 1. _____
   2. _____ 3. _____
   4. _____
3. Fire Protection: done this month: _____

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