A

Interoffice Communication

To : All Supervisors

From : A. H. Sather

Date : January 5, 1981

Subject : SAFETY MEETINGS

The topics for January Safety Meetings are The Hazards of Winter Operations and Fork Lift Truck Safety. Many things have been done to improve the plant to minimize the affects cold weather can have on our operations. There are many other things which can occur for which we have no control. Our individual response, or our attitude toward these things can improve the conditions if we make a conscious effort to be positive. If we observe our work areas for winter hazards and take the extra step to minimize our exposure to the hazards, each and every one of us will benefit. Also, please remember that there are alot of new employees working here and this will be their first experience with the problems of winter operation. They can benefit from some helpful safety reminders from their peers.

The specific areas of coverage are:

1. Hazardous of Winter Operations

   Standing water can create a slipping hazard during the winter from ice just like it can during the summer with algae. Active efforts by everyone can reduce the amount of water by repairing process leaks. Valves that have packing leaks can be repaired while they are small by conscientious operators who tighten packings. The hazards that we are exposed to from ice on concrete can be minimized by consistent use of sand and salt available in the yellow sand and salt drums positioned throughout the plant. Safety flags should be used to warn others of icy conditions by "roping off that area". The "self-supporting" signs on display in the training room should be used wherever possible to warn of danger. (These signs are available in the tool room and can be used anytime they are needed. Please return them when they are no longer needed so they will be available to others when needs arise.)

2. Film - "The Color of Danger"

   This award winning film produced by Caterpillar Tractor Company uses stunt drivers to illustrate conditions which can lead to accidents and injuries. Many of the conditions noted can occur on a daily basis. If we learn to recognize the color of danger (hazards) and take active steps to avoid them, we will "reap the rewards of prevention" by not experiencing accidents and/or injuries.

Please note that the signs mentioned under Hazardous of Winter Operations are available for use under any conditions you as a supervisor feel they are needed.

If any questions arise on any of the above information, please call me on extension 2272.

A. H. Sather
Safety Director

cjt

c: CLM, CRM, Department Heads, DSC, JVH, VAB, JGR, JES, JEM

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CONOCO

Interoffice Communication

To : All Supervisors

From : A. H. Sather

Date : December 10, 1980

Subject: SAFETY MEETING

The topic for the December Safety Meeting is "Consequences of Serious Injury". A slide and tape presentation named "The Convincer" is to be used. This ten minute presentation uses actual emergency room color photographs of serious injuries to eyes, hands and legs. Many of the pictures are vivid and may cause an employee to become ill of he/she is so prone.

Since this presentation is vivid, employees must be reminded that these injuries are the consequences of the injured persons not properly planning his job and keeping his eyes, ears and defenses up and ready to deal with circumstances that can cause injuries. Several bottom lines should be drawn after the slide and tape show, they are:

1. Use Your Protective Equipment - Review all of Section II. Protective Equipment in The Safety Rule book. If there are any questions regarding these rules for which you feel you don't have an adequate answer, please get me involved. There is a good reason for all of our safety rules.

2. Never Work on energized (powered) equipment -The lockout procedure deals with the problems encountered during normal work on power driven equipment (Electrical, hydraulic,pneumatic or otherwise powered). Our procedure requires every man to have his lock on the equipment he is working on.

3. Always Plan Your Jobs - Planning of work three (3) or four (4) steps ahead of where we are can help prepare us for the hazards we can encounter. Using this technique will help us to more effectively use personal protective equipment to protect us from hazards as well as prepare us for any sudden release of energy (Wrench slippage, controlled release of gas pressure, and the like).

If you have any questions, call me on ext. 2272

A. H. Sather

Ali H. Sather

c: CLM, CRM, Dept. Heads, JGR, VAB, WB Bolar

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Interoffice Communication

To : Distribution

From : A. H. Sather

Date : December 11, 1980

Subject : NOVEMBER SAFETY MEETINGS

I would like to thank you and the employees in your departments for their cooperation during the Monthly Safety Meetings which I conducted. Many worthwhile items were brought-up and discussed. If these meetings are to be counted as successful, the many discussion items must be acted upon. Below is a listing of the items which I recorded along with a brief explaination of each. I am sure that you may have taken better notes than I have. If I picked up any item(s) which you may have missed, please add them to your list. (Note: no attempt has been made to separate the items by department).

1. Tool availability for operating personnel was noted as being inadequate.

2. Coveralls were requested for personnel handling lead containing compounds. The aprons and white disposable suits were also discussed regarding service life (aprons) and heat stress.

3. Shower facilities were requested for those personnel who needed them to remove contamination (lead).

4. Inadequacies were noted in the external operating controls, on some of the Line 1 breakers (lockout).

5. Rail car safety items included:
   A. Training on yard vehicles for Lab personnel who operate them.
   B. Some type of folding hand rail was requested for rail car ladders.
   C. Safety of Lab lead technicians during railcar sampling was extensive including 3rd radio channel.

6. Non-conductive rubber mats were requested for Motor Control Center areas.

7. An access stair was requested for the Compound Rail Silos similar to that of the Vinyl Silos.

8. The adequacy of fire watch efforts by contractors working in the boiler house was questioned. (Contractor was welding on the roof and no fire watch was present at grade).

9. Safety drench facilities (eyewash/shower) were requested

on the blender level of line III and dry blend, and at line I.

10. The usability of the portable hoist for dryer sifterlids was questioned.

11. Access problems were noted relating to the loading and unloading of 4, 5 and 6 plant air compressors. (May have been corrected by recent air piping change at air compressor control boxes).

12. Excessive dusting problems were noted on the feeder deck on line III (booster fan may be needed to keep duct from plugging).

13. Defects found during rail car inspection were not being communicated to Lab personnel, (LDH & JRW have developed improved communication methods - lets make sure the method is passed on during vacation periods).

14. A slipping hazard due to water accumulations on the control platform to the line I dicers was brought up. (Encourage all personnel to write safety work orders to help supervisors to follow-up).

15. The line V hand dump hopper and hood is undersized and allows dusting to occur.

16. Line V product leaks - Intensive cooler chute leaks preblend and the pellet cooler leaks pellets. (the top flange fabric seal also allows alot of air to escape the system).

17. The compound line III personnel requested a lighter bottom gate at the conveyer discharge from the FCM.

18. Communication of VCM emergency conditions was noted to be inadequate. Vinyl personnel were requested to make better use the VCM Alarm portion of the 1980 Safety Rulebook.

19. A telephone was requested for the new unit. Also, new unit personnel requested faster response on repair of the Gaitronics pager unit on the West side of the recovery structure.

20. The following comments relate to impact tools:
    A. Better maintenance procedures need to be instituted to insure the tools operate when needed.
    B. Some jobs are in confined spaces which require right angle drive units.

C. The 1 inch drive units are very heavy as compared to the previously used 3/4 inch drive units.

21. Rigging equipment needs to be load tested on a routine basis.

22. The public address systems cannot be heard in the new unit and portions of the maintenance shop. (Better use of speaker placement and power levels will improve this).

23. Some non-employees have been observed not wearing hard hats, safety glasses or safety shoes, and in some cases, they have been observed smoking in the plant.

24. Compound personnel requested a telephone and P. A. speaker at the compound rail silos.

25. A Yard operator suggested that their safety during transfer operations from trailers to railcars could be improved by installing a vertical riser with elbows, couplings and a tail hose that could be inserted through the railcar loading hole and secured. This would eliminate the need for one (1) person handling long (70 feet) hoses to do this job.

26. Several departments mentioned problems with regard to roofs. They are:
A. Vinyl - V-11 dryer building roof steel is corroded, water leaks around the manual baggers; walkways are needed wherever people must walk across roofs.
B. Maintenance/Stores - Water leaks into the tool room and instrument shop, during rainstorms; stores personnel are concerned about resin transfer line leaks or potential line separation damaging spare parts kept in the stores area.

27. Control of check out keys must be based upon genuine need for access.

28. Maintenance personnel were concerned about the practice of checking many of the personnel protective equipment items on permits by operations supervisors when there is not an apparent need for them.

29. Electricians are concerned about possible continued use of the pracice of operations personnel opening switchgear cubicles to reset equipment.

30. The labeling of electrical control equipment particularly in

the V-10 switchgear area is inadequate.

31. Comments were made by many plant employees regarding the format of the Injury Investigation procedure.

32. The line I operators are particularly concerned about the general status of line I equipment. In particular, the Banbury Seals, blender valve operation, dust accumulations on the scales and the use of compressed air to keep the scales clean (OSHA lead standard violation).

33. The problems related to compound pellet bridging in silos and the use of air cannons was discussed. A yard operator suggested the use of a pneumatically operated hammer.

As I noted above, these items may already be on your lists. If not please add them and take action. Credibility here is a critical factor. We asked for suggestions, we received quite a few, and now it is up to us, as a team to get things rolling.

A. H. Sather

A. H. Sather

Dist: CLM, CRM, Dept. Heads, JEB, RGG, JLH, JRW, JAD, JVU, JGR

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Feedback From Dept. Meeting

1) Recording of injuries - harrassment - Minor injuries Logged - Simple Statement between injured & Supv.

2) Boiler Entry - Steam & Mud Drum
Try Rescue - Define Equipment Requirements
Modify Procedures accordingly. - Consider Rescue Procedure.

Nov Safety Meeting Comments

2313

11/11/80 ✓ Tools & Availability
*✓ Lead - Coveralls
✓ Showers
✓ Line I Breakers - Thomas Gilleylen
✓ 410-415 Silo Access Stair
✓ Lab Lead Tech Training on Yard Vehicles
✓ Folding Handrail on R/C ladders
CBP ✓ Rubber Mats in MCC areas

11/18/80 ✓ Boilerhouse - ~~Bensen~~ Welding Firewatch
✓ ① Line I SS/EW ②, L III ~~-D~~B
✓ 3rd Channel Radio
✓ Sifter lids
✓ 4 5 & 6 Air Compressor Unloading is potentially a fall.
✓ L III Dusting @ feeder deck
✓ Car Inspection Both Sides on Top / Copy & Posted in lab
✓ ~~L-1 [illegible]~~
✓ ~~L-5 Hand Dump hopper [illegible]~~
✓ L-5 Welex - Cooler Chute leaks a problem & Pellet Cooler leaks pellets
✓ L-3 feed Conveyor bottom Gate/Stop
✓ VCM leaks - Communication during emergencies
↳ Use of Gaitronics & Plant P.A.
↳ Telephone in New Unit.
✓ Rigging Equipment Inspection Daily & Periodic extensive
✓ Impact Tools
✓ P.A. Speakers in the Maint. Shop.

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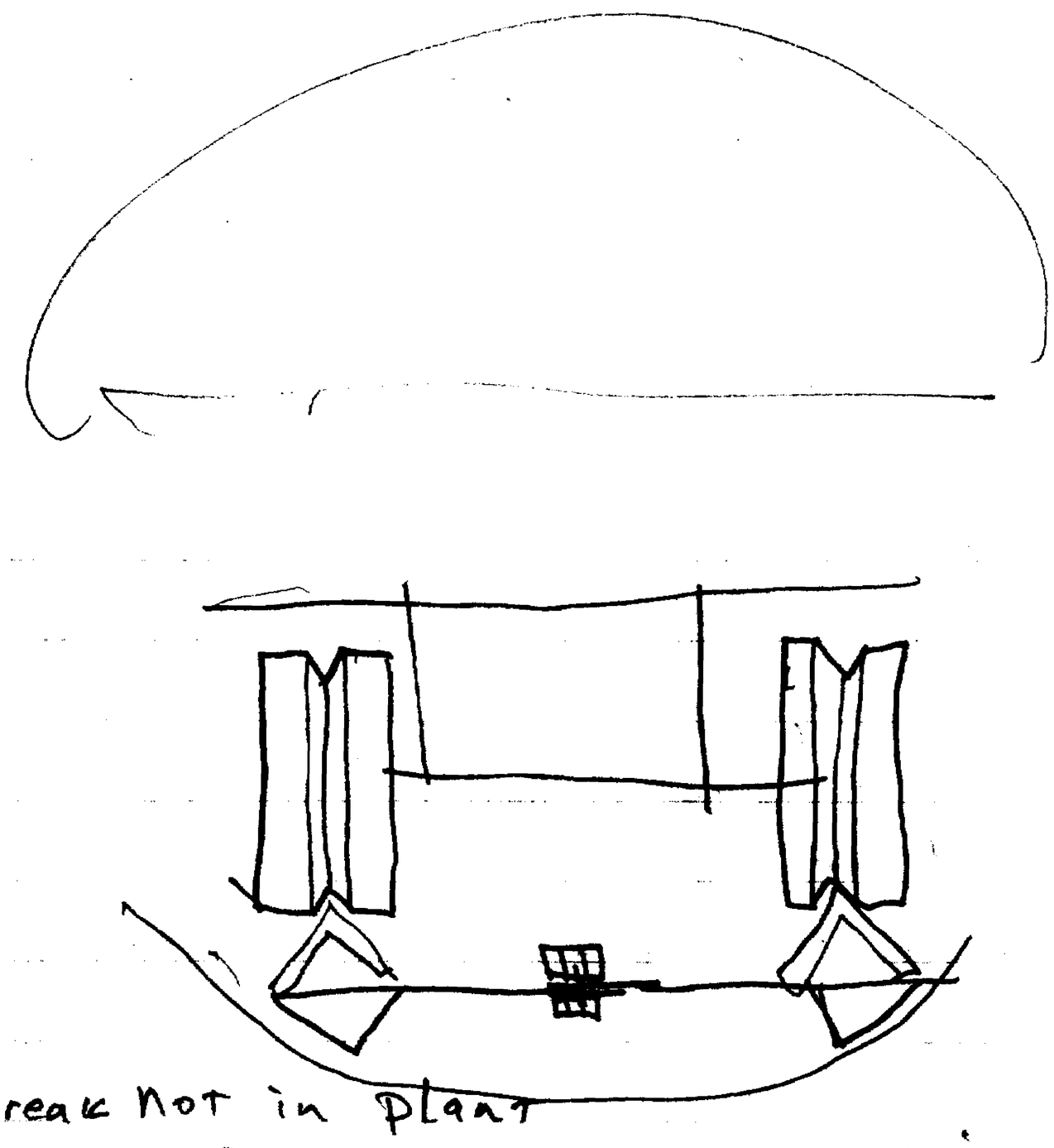

- ✓ Smoking) Break not in plant
- Permitting Work in Control Room is a distraction
- ✓ NM Page Spkrs - Can we make louder
- ✓ NM Coaltronics @ WA Ref Structure
- ✓ Telephone & Speaker @ 410-415 Silos
- ✓ Trailer to R/C transfer
- ✓ Roof repairs — Resin xfr. lines in Stores - Protection of Spare Parts.
- Key Control @ gate for Vault
- ✓ Log of all items on permits
- ✓ Opening of Switchgear by operations
- ✓ labeling of V-10 Switchgear
- ✓ Injury Investigation
- White Suit life / Better Aprons
- L-I Banbury Seals
- Compd Silos - air Cylinder - w/ Ball

PA

VAB.0001026265

1) SAFETY RULE BOOK HISTORY
2) APPROACH — NEGATIVE — POSITIVE
3) IMPROVEMENT Means SAFETY PERFORMANCE IMPROVEMENT PLAN
We do our Work better & Go home Unhurt.

12 MC
42 FA
LB
ert. has been
im good

TOOLS
LEAD HANDLING & Gouges
Showers
Line T. Breaker box
T. Gallagher

410-155 Silos

I. REVIEW OF 1980 SAFETY PERFORMANCE

A. Plant Injury Performance By Department (Chart I)

B. Injury By Body Part Group (Chart II)

C. Off-the-Job Injury Performance (Chart III)

II. AREAS OF GREATEST NEED

A. Current Monthly Injury Summary - Departmental Experience
PRACTICAL INJURY CONTROLS
B! Employee Attitude Effects

C. Incident Control Vs. Accident/Injury Control
TEAMWORK JOB PLANNING IS IMPORTANT
D. Way of Life Approach Requires Recognition and Avoidance of Incident Producing Situations

III. TARGET ACTION AREAS

A. Control of Incident Producing Situations Through Positive Safety Reminders and Examples By Chain-of-Command

B. Recognition and Use of 1-10-30-600 Relationship
CANDID INTERACTION
C. Attitude Improvement Through Positive Reinforcement of Good Results (Way-of-Life Method)

D. Require Safety Performance Through Strong Stand on Existing Controls

E. Use of Disciplinary Methods in Case of Repeat Situations or Serious Infractions of Rules

STANDARDS

ATTITUDE (APATHY)

FEAR (PEER PRESSURE)

EXPERIENCE

TRAINING (TO PERFECTION)

Y O U

CCTV Camera @ VC Rack

EXTENSIVE DISCUSSIONS WITH YOUR SUPERVISORS ON OTHER RELATED MATTERS

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GUIDE TO IMPROVING

SAFETY PERFORMANCE

1. React To Incident Reporting Positively

   This is the key to each employee's willing involvement. It is through this channel we can control future, perhaps more serious, incidents which end up as equipment damage or worse, our employees getting injured. (Non-accident/injury situations)

2. Devote More Attention to Loss Control Performance

   Prevention is the name of the game. Performance measurements should be made on employee compliance with regards to their use of personal protective equipment, safety rules, operating procedures, and the like.

3. Recognize Individual Safety Performance

   Pay attention to those employees who use safe work methods. Let them know you see and appreciate their efforts in this regard. Our work should focus more frequently on the development of pride in good performance.

4. Demonstrate Personal Belief By Action

   Make sure that information shared by incident reporting is followed up. If you feel that a more serious incident which could occur which might injury people or damage equipment, take action promptly.

5. Make Mountians Out of Mole Hills

   Incident seeds can grow and lead to accidents or injury. Highlight examples of incidents which were reported correctly that did prevent an accident or injury. If you observe an employee committing an unsafe act, stop him, take him aside if with others, explain what was dangerous about what he did and how you want him to correct his work method. In all of your efforts in this regard, avoid embarassment of the employee by focusing on the problem with his work method, not on him.

6. Develop an Understanding of the Need for Incident Information (Value Awareness)

   Use meetings and personal contacts to emphasize the many values to be gained by everyone when incidents are reported. Make this an important part of your safety meetings. Employees who are new on a job find the sharing of this type of information quite helpful.

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ABERDEEN PVC PLANT

SAFETY PERFORMANCE STATISTICS 1980-TO-DATE

CHART I

DEPARTMENTAL INJURY ANALYSIS

DEPARTMENT	# FA	% TOTAL	# MC	% TOTAL	TOTAL INJURIES	% TOTAL
Maintenance	15	41 37	8	50	23	43 40
Compound	10 14	27 3 4	4	25	14 18	26 32
Vinyl	9	24 2 2 5	3	20	12	23 21
Laboratory	2	5 5	1	5	3	6 5
Office	1	3 2	0	0	1	2 2
Receiving & Warehouse	0	0 0	0	0	0	0 0
	37 41	100	16	100	53	100 100

CHART II

INJURY BY BODY PART

BODY PART GROUP	NUMBER	PERCENT
1. Hands/Fingers/Arm 1[illegible]	30 31	55 52
2. Back	6 6	11 10
3. Legs/Feet/Toes 1 1	9 1[illegible]	16 18
4. Eyes/Face/Head 1 1	9 11	16 18
5. Chest	1 1	2 2
	55 60	100 100

CHART III

OFF THE JOB INJURY REPORT

	DISABLING INJURY DISTRIBUION HOME	PUBLIC	TNSP.	TOTAL	EXPOSURE MANHOURS	MANDAYS LOST	FREQUENCY RATE
August Only	3	1	4	8	73,632	71	108.64
Year-to-Date	10	2	4	16	593,112	154	26.98

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CONOCO

Interoffice Communication

To : Distribution

From : C. R. Miller & A. H. Sather

Date : October 8, 1980

Subject : SAFETY

In the very near future a meeting will be held regarding plant and departmental safety performance. The meeting will be open in nature and an outline of the format is attached for your review. We encourage you to review the safety rules and safety procedures prior to your attendance. The personnel attending will be limited to First and Second Level Supervisors and Department Heads on a departmental basis. We encourage your active involvement in the meeting, so come prepared to discuss the problems you have with regard to safety, as well as constructive suggestions you might have to help improve safety performance.

C. R. Miller
Plant Superintendent

A. H. Sather
Safety Director

cjt

Attachment

Distribution: Vinyl, Compound, and Maintenance Supervisors, PEM, JRM, SJV

NOV. 1980

I. Need for Meeting

A. Review 1980 Safety Performance Year To Date (Oct.)
1. Departmental (1979 42 FA, 12 MC)
2. Body Part
3. Correlation of on & off job injuries

B. SAFETY RULES
1. NEED - Many of them resulted from injuries @ Aberdeen.
2. Timing - March Injuries
3. Approach — Wrong Education Vs blind adherance.

II. Areas for Improvement

A. JOB PLANNING — S/D Work Vs. everyday small jobs.
B. TEAM WORK —
1. Supv. To Employee - Example SETTING & Positive Safety Reminders Are Important.
2. Employee - To - Employee - Constructive Criticism - Willingness To help keep a fellow employee from getting hurt & Willingness of other employee To accept Criticism.

C. Time Priorities
1. Time Spent Investigating injuries & attitudes of Those involved LOOSE / LOOSE
2. Control Thru incident reporting & Control Actions Puts effort into a Win/Win perspective
3. 1-10-30-600 Relationship -

D. EDUCATION is MY MOST IMPORTANT PRIORITY
— One-on-one W/ emphasis on What is dangerous-
- NOT Personality

E. Require Compliance With Rules Including Injury Reporting
1) One-on-one
2) One-on-one + Supv.
3) One-on-one + Disciplinary Action. for infractions of Rules or Serious Violations

F. WAY OF LIFE BENEFITS Take Safety home.

III Open Discussion