PLAINTIFF'S EXHIBIT

UC-2549

UC 1452

UNION CARBIDE

INTERNAL CORRESPONDENCE

METALS DIVISION

P.O. BOX 1029, GRAND JUNCTION, COLORADO 81502

To (Name) Messrs. R. J. Kronkhyte
Division J. L. Myers/R. O. Marsten
Location

Date November 23, 1981

Originating Dept. Safety

Answering letter date

Copy to Mr. R. L. Folkman
Dr. H. B. Rhodes
Messrs. W. C. Thurber
R. F. Wolff

Subject King City Safety/Health Audit
October 26-27, 1981

NOV 30 1981

Gentlemen:

We were most appreciative of the consideration and courtesy extended to us during the audit. The dinner with your staff on October 25 and the Chamber of Commerce dinner on October 26 were excellent opportunities to have additional discussions with Company and community people outside of the regular audit framework.

The conclusions of our audit are as follows.

A. A review of the 1981 Audit items showed that a few recommendations may still need some attention.

* 1. Safety shower/eye wash inspections are still made monthly. We concur with the last year's auditors that the inspection should be more frequent. At least weekly there should be water flow to assure proper operation.

2. The steering committee was set up on periodic meetings, but during the recent management change period there has been a four month gap. Meetings should be held at least quarterly and at other times if special needs occur.

3. Supervisory training is still something local management is seeking, despite the varied programs that have been used. The possibility of using a retired supervisor as a consultant to coach new supervisors was discussed. If this is given further consideration, a structure or program should be developed to guide the consultant. We would be most interested in following this activity if it is tried.

4. Maintenance training has been basically on-the-job training. There is little information on availability of maintenance training programs. Mr. Folkman will ask Rusty Malacarne to develop a list of available resources.

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B. Items on the evaluation list.

1. Annual Safety Program is comprehensive, meets the divisional requirements, and all components have been accomplished except for the previously noted temporary setback in steering committee meetings, a cutback in team inspections, and the deliberate dropping of daily mini-meetings in the operations groups. The general reaction of employees interviewed was that the program was good.

2. Management Support of the safety program appeared very good. There did not appear to be any soft spots in the supervisory structure, and most people indicated strong safety emphasis throughout the organization. The only detractors related to dropping of the roving inspection program (maintenance) and to a limited extent a failure of employees to recognize supervisors' personal contacts.

3. Personal Contacts and Observations are well organized and documented. All employees recognize corrective contacts. However, few indicated there was no discussion regarding observations involving "satisfactory performance." The excellent concept of "Safety Tipping" doesn't seem to be getting through to the workers. The many SOP cards document the quantity of observations. A reemphasis of the importance and technique of follow-up contact may help.

4. Task Training was recognized by all employees and most felt it was sufficient to prepare them for the work. A few stated that training by several operators lacked overall coordination and some points were not covered or were described differently by different operators.
   * This could be minimized by having a checklist for each job that would guide any operator in covering the requirements of the training.

5. Off-the-Job Safety is extremely well covered at King City. Every month there is a part of the safety meeting devoted to OTJ safety. This goes beyond anything done at other Metals Division operations. Activities involving families and the community are extensive, involving literature distribution, schools, medical groups. Reaction by employees was unanimously favorable. Two suggestions were made: 1) include some of the planned community activities in your 1982 program and 2) invite local press to visit the plant.

6. Hazardous Material is well identified and controlled. The visitor's card identifies all hazardous materials and employees appear well instructed on hazards.

7. Performance (LWCIR & RIIR) is perfect year-to-date. Comparative statistics are:

	LWCs	LWCIR	RIIs	RIIR	OTJ DIs	OTJ DIFR
1980	0	0	5	7.14	1	3.81
1981 (9 mo.)	0	0	0	0	1	5.02

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8. Unsafe Acts Program is being implemented via the supervisors' observation and contact program plus the reprimand program where needed. People seem to understand and accept the importance of unsafe acts as the causes of accidents.

9. Housekeeping Program has been given extensive emphasis through plant beautification and stress on cleanup of work areas. Most people were very clear in their concern for housekeeping and in their responsibilities for areas to be cleaned.

10. Employee Reaction to the overall safety program was good. The maintenance department was particularly strong in their support. In operations there were several people who felt that certain areas of the program, e.g., training, follow-up on observations, correction of mechanical defects, etc., should be improved but the overall consensus was good support for an excellent program.

C. Miscellaneous Items

1. Quality Circles were discussed with a number of people and reaction varied. The excellent work done on respirators by one team is going to be a great help to this and other plants throughout the Division. There was a surprising negative feeling toward holding meetings on overtime.

2. Tailgate or mini-meetings were done daily in operations for awhile and are continuing in maintenance on that schedule. A number of people in operations indicated these were helpful in keeping them tuned in on
* safety as it related to their specific job. It appears that some mini-meeting would be helpful and meaningful to operations personnel. Possibly a weekly frequency would be appropriate.

3. The monthly safety inspection procedure involving two hourly people has not been used recently. Several people felt this technique is
* important and should be continued. It appears this part of your program should be reactivated.

D. Health (to be provided by H. B. Rhodes)

Thanks again for your help and interest. Please note that asterisked items require a written response in the form of an action plan or statement of resolution. This is due within 60 days. Please send copies to E. A. Piersall, H. B. Rhodes and W. C. Thurber.

R. L. Folkman

E. A. Piersall

H. B. Rhodes

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E. A. Piersall - Personal Contacts

King City Safety Audit

Juan Villasenor - Operator (1½ yrs.) in Bagging Circuit

I asked him if he remembered the tailgate meetings that were held earlier in the year, and he did not. He thought that the off-the-job safety program was good and that the observation program by supervisors was okay. He was not familiar with JSAs and did not remember that they had used them in his indoctrination. He liked safety meetings, quality circles were good (he belongs to them), housekeeping program he related primarily to the beautification efforts on the outside although the baggers have a big cleanup program frequently throughout the course of each day. He had two problems that he related. One was the plugups on the recycle from the dryer and it in turn causes the bags to kick off the bagger and could possibly cause an injury as well as dust problem.

Jeff Harris - Outsideman (3 yrs.)

Jeff was the one devils advocate in this group. He complained that certain things didn't get fixed until there was an accident, he didn't like quality circles, and didn't want to attend meetings on overtime, and that meetings were sometimes not held when scheduled or schedule was not communicated. He did like the off-the-job safety efforts. He wasn't familiar with zero energy as a term but understood the concept. The safety award program was okay, it did have some value. He thought that housekeeping had improved this year, safety meetings were sometimes okay and sometimes boring, and really did not remember specifically having ever looked at the JSAs.

Kek Flores - Bagger Operator (1 yr.)

We talked about quality circles and he felt that they were good but wondered if they didn't overwhelm maintenance with the amount of work that comes out of them. This was an interesting question, but later indications from management were that this wasn't really happening. Safety meetings were all right, worthwhile, off-the-job was good, the $5 quarterly awards he felt were good reminders. He was not familiar with zero energy as a term, but understood what we were talking about after further discussion. The housekeeping program was very good and he pointed out that one of his functions was regular washdown throughout all of the mill area; this is not specifically assigned to other operators. He does this virtually every day.

Gene Plaskett - Equipment Operator

The main thrust of my discussion with Gene was his involvement in the quality circle that is developing the respirator information and survey. He's very enthusiastic about this and they are doing an excellent job. I asked him about the unsafe acts program and he is a little uncertain as to where it exactly fits, he liked the awards, and felt that the tailgates which maintenance people are having were good and were helping.

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David Vessels - 244 Circuit Operator (3 yrs.)

We talked about his training and he felt that there is a better need for consistency; he had been trained by one operator, then another, and sometimes by a supervisor, and they had not really followed the same training outline of program and certain points were missed or presented in different ways. He recognized the observation program and mentioned that he'd had some corrective contacts. Safety awards, he really feels, are after-the-fact value rather than keeping people thinking about safety before-the-fact. We talked about quality circles and he too related to the shift schedule and the graveyard problem of staying overtime. We talked of safety meetings and he raised an issue that others hadn't, mainly that he questioned the value of safety meetings that were not work related. In this regard I think he would respond well to the tailgate type meeting. He did like, however, the off-the-job emphasis in safety meetings and elsewhere and felt this was of value to employees.

David Higgs - Leadman

David was filling in for supervisor and our brief discussion dealt with how he felt about the supervisory role and as might be expected he felt the squeeze of being put in the middle between the people he normally worked with as a part of the cohort and the temporary condition of having to supervise them. However, he felt that the men did not give him a bad time and although he didn't feel completely comfortable in the role on the intermittent basis. I asked him what problems he had and he mentioned that he was very uncomfortable when he had to enter the dust collector because of the amount of asbestos dust and the fact that you really couldn't keep it under control with a respirator under those concentrations. It also bothered his eyes and he does have a minor concern for long-range possibility of work with asbestos. The safety program applications of supervisor observation, contact meetings, he related well to. The off-the-job safety was okay and he didn't have any strong feelings one way or the other. Work program was okay. He did not relate to JSAs, his training that he had received from other operators he seemed very well satisfied with, the housekeeping effort he related to his personal cleanup of the area, and did remember the tailgates and felt they were all right.

George Valederez

He was a little reluctant to talk but in response to the various questions he seemed to feel that things were going well, including the safety meetings, and housekeeping. He felt that the quality circles in the long term would be okay, but he was a little negative about the participation on overtime. He liked the off-the-job; had read Family Safety and did remember certain articles. We discussed asbestos a bit and he didn't like the green respirators but had tested the Norton two drum respirator which he seemed to like. He too felt that the tailgate meetings had been effective and that they had not worn out or become ho hum before they were discontinued.

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Martha Sevilla - 244G Operator (7 mo.)

She seemed to be rather defensive and when we talked about safety meetings she said they really didn't relate to her job; she likes meetings where she can talk and where the subjects relate to things that she does. She wasn't here when the tailgates were run and we mentioned that type of approach might be helpful. She felt that the asbestos dust problem in her area was not good, that the wind frequently blew in material from the outside as well as the concentration that comes from the work. She thought she hadn't had a supervisor's personal contact for some considerable time; the last one was when she worked for Bill Usrey. She was concerned about the brakes on the forklift that she has to drive; apparently at times others drive them and when she has complained about the braking she felt it hadn't been properly responded to.

Manning Segobia and Fred Olevis

I talked to these people as they were waiting for shipping material in the truck that was being loaded. They were both quite favorable in their discussion about the whole safety program; it's either as good as or better than ever. They really had no complaints, except some of the respirators caused irritation and we did mention that the respirator study is underway and hopefully some improvement will be forthcoming.

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