

SAFETYPOINT



Scrapyard Safety Training

SAFETY EXCELLENCE

Shortly after Paul O'Neill became CEO of Alcoa in 1987, he visited the company's huge aluminum smelter in east Tennessee.

Word had already spread that Mr. O'Neill wanted to make worker safety Alcoa's top goal. In a meeting with management and labor leaders at the plant that day, he recalled recently, he turned to the managers and said, "From now on, we're not going to budget for safety. As soon as anyone identifies anything that could get someone hurt, I want you to fix it and I will figure out how to pay for it."

He then turned to the union leaders and said, "Here's my phone number at home, and if they don't do what I said, I want you to call me."

About three weeks later, Mr. O'Neill got a late night call from a production worker at the plant. "You came down here and you said all this fancy stuff about safety," the worker said, "and I just wanted you to know that for the past two or three days, we've had a broken conveyer belt." The broken belt meant workers had to manually hoist hot 600-pound ingots from one spot to another.

Mr. O'Neill called the plant manager, told him to report to the smelter, get the problem fixed and call him back when the job was done. He got the call-back at 5 that morning. "There was an effective tom-tom network at Alcoa, and so I didn't have to do that at every plant because they soon knew I meant it."

Alcoa went on to become one of America's Safest Companies.

Does your company have this kind of commitment to safety?

If not, what would it take?

What areas right now need correction in your operation?

List three practical steps you can take right now to move your safety performance toward world class status:

1.

2.

3.



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Send comments or questions to: isrisafety@isri.org