



Santa wouldn't steal a soother from a baby, would he? Seven-month-old Matthew Neault doesn't look too sure. Matthew is the son of Mike Neault, plant protection officer at the Smelter. Catch more holiday action on pages 8 and 9.

INCO Triangle

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Peace on Earth!



Jennifer Dionne and Lise Hart gaze up in awe at the Inco contribution to the 1997 Festival of Lights at Science North. Lise, right, is the daughter of Tom Hart of Inco Exploration. Proudly proclaiming *Peace On Earth* for all visitors to see, the Inco display is one of the most visible at the annual Christmas attraction. The Festival of Lights attracts numerous visitors each year, many of whom drop off a donation of cash or canned food. Money raised through the displays in the Festival of Lights goes to the Sudbury Charities Foundation, which distributes it throughout the community to various needy agencies. "The funds raised and the food collected goes to a number of worthy causes, especially those involving children," said Omer Gagnon, vice-chair of the Sudbury Charities Foundation. "I estimate we receive anywhere between 15,000 and 20,000 vehicle visits per year. We hand out 35,000 candy canes so that gives you some idea of how many people are seeing this."

Merry Christmas, Inco

Division publications rate high in survey

Inco employees want information from their company publications that is useful and important in their daily work, a new communications survey says.

The survey also reveals that Divisional publications such as Triangle, the bi-weekly Incontact and the weekly Extra in the Manitoba Division are the highest regarded by employees in keeping them up-to-date on company news and activities.

The survey says Divisional publications score high levels of awareness and readership among their employees while corporate publications such as Inco Background and the Annual Report have a more limited readership. The survey was commissioned by Corporate Public Affairs. Decima Research carried out telephone interviews with more than 700

Inco employees in Thompson, Sudbury, Sheridan Park, Port Colborne and Toronto in late October.

David Allen, Inco's Vice-President of Public and Government Affairs, said the survey results confirm the need for employee communications to be made more relevant to workplace issues and to help employees better understand the factors that determine the Company's future.

"At a time of significant change and growth in the Company, all of us must find ways to work smarter and more efficiently," Allen said. "The Public Affairs units are not exempt and must examine all activities to make sure they continually bring value to Inco."

In the Ontario Division, survey results will provide a useful tool for the process of

continually improving employee communications.

"Keeping our employees informed of important activities and events taking place not only in the Division but throughout Inco has always been one of our goals," said Cory McPhee, acting manager of Public Affairs. "This survey gives us the information to help strengthen our programs to communicate the Division's goal of becoming a low-cost, profitable producer of high quality nickel."

Survey participants were asked to rate Triangle, Incontact, the Manitoba Division's Extra, the Annual Report, Inco Background and video and cable television programs - the corporate Dialogue, InContact TV in Sudbury and TV Inco in Thompson.

In Ontario, Triangle and to

a lesser extent Incontact received high marks for being easy to read and for providing up-to-date and accurate information.

Corporate publications such as the Annual Report and Background did not rank as high as local publications. "This is understandable," Allen said, "because their target audiences are different. The Annual Report goes to shareholders (including employees with shares) and to the broader investment community."

Although employees praised their local publications, many said they would also like them to provide a broader perspective on Inco activities, ventures and plans in Canada and abroad. In particular, a number of employees said they would like to know how their operation compares with other Inco op-

erations. People also expressed a wish for more information on the world nickel market, Russian production and exports and innovative products such as Inco's contributions to the growing rechargeable battery market, particularly for vehicles.

"We will be making major changes to all communications vehicles, both print and video," Allen said. "They will be evident in the New Year. Employees have spoken and we have listened." Generally, new information will focus more on business issues and the need for operating Divisions to produce positive cash flows. "Our challenge is to make this information interesting. Every person can take actions at work to help make the Company profitable. We're going to highlight examples of how to do that."

Inco team wins Sheridan award

An invention that employs nickel foam strip to give longer life to rechargeable batteries is the 1997 Sheridan Science and Technology Park technical achievement award winner for a team of Inco Limited scientists and engineers.

It is the third win of the prestigious award in three tries over the past decade by Inco, the world's premier producer of nickel.

The award, presented earlier this month at Sheridan Park, recognizes outstanding technical innovations leading to commercial application. Dr. Victor Ettel, Director of Inco's Battery Products at the J. Roy Gordon Research Laboratory in Mississauga and Wayne Leavoy of the Copper Cliff Nickel Refinery in Sudbury led the 22-member team that invented and developed the new process to produce

premium, quality nickel foam strip for use in rechargeable nickel cadmium batteries.

The process, which involves the decomposition of nickel carbonyl gas on polyurethane foam, was developed at Inco's Sheridan Park laboratory and then brought into commercial production in Sudbury. Inco is building a second, larger nickel foam plant at its Clydach, Wales refinery to service the Euro-

pean market.

Nickel foam is a high value-added product used by the consumer electronics industry especially in laptop computers and radios and for the growing market for electric vehicles.

In 1992, Inco captured the Sheridan Park award for pyrometallurgical refining of copper and in 1988 for a process to destroy cyanide in industrial effluents.

Accepting on behalf of Inco was Gerry Glaum, now a retiree, who was instrumental in the mini-plant development of the process and its later technology transfer to the Copper Cliff Nickel Refinery.

Sheridan Park was founded in 1964 and is Canada's first integrated community designed for industrial and applied research. The technical achievement award was introduced in 1985.

Triangle takes international gold

Two Ontario Division entries were honored for Outstanding Achievement in Professional Communications in the 1997 Mercury Awards Competition.

The Inco Triangle captured a Gold Award in the Employee Publications, Newspaper category.

Ontario Division — The Next Generation captured a Silver Award in the Videos, Public Awareness Program category.

The latter entry was a collaborative effort between the Toronto Corporate Public Affairs group and Ontario Division Public Affairs.

Considered the 'Oscar' of the professional communications industry, the Mercury Awards are in their 11th year and draw international entries from such heavyweights as Turner Broadcasting, The Discovery Channel, McDonald's Corporation, Boeing Aerospace and Mobil Corporation.

"This was our largest year ever and our toughest competition to date," said Reni Witt, president of MerComm Inc., which administers the Mercury Awards. "We received close to 1,000 entries, more than any other year, and the calibre of competition was first-rate."

Cory McPhee, acting manager of Public Affairs, said events such as the Mercury Awards provide a great opportunity to see how the Division's communications efforts stack up against the best in the industry.

"We don't communicate for the purpose of winning awards, we communicate to keep people informed," he

said. "This process allows us to benchmark our efforts against other top performers and see how our peers evaluate us. In this instance we fared very well."

Judging for the Mercury Awards is done by the International Academy of Communications Arts and Sciences and only one Gold, Silver and Bronze award is given in each

category.

"As a Gold Award winner, the Inco Triangle has been selected by our distinguished panels of judges to be a Grand Award Contender," said Witt. "It will be competing for the further honors of Best of Canada and Best of Show." Grand Award winners will be announced January 15, 1998 in New York.

Share plan continued

Inco's employee share award program is being continued for 1998.

The Board of Directors approved the extension of the Employee Share Award Plan (ESAP) at its meeting earlier this month. The plan, started in 1988, has paid out 1.2 mil-

lion common shares to employees on three different years. As a result, more than half Inco's employees have an ownership stake in the Company.

Because of the Company's financial performance it is not expected any awards will be made under the plan for 1997.

A bag and best wishes



Major Larry Bridger of the Salvation Army recently handed out food donation bags and a letter of thanks to Inco employees such as maintenance mechanic Derrick Berger. Major Bridger was at the Copper Cliff Smelter Complex employee gate along with Edgar Burton of Divisional Shops who started the Inco Employees' Christmas Food Drive a decade ago. Since then the drive has collected more than 35 tons of food, which has been distributed by the Salvation Army.

Food, food and more food!



Scanner operator Evelyn Chartrand, left, and systems operator Rita Arthur, both of Information Services in General Engineering, add their donations to an already full box of food in their building. Full donation boxes are a common sight at plants and mines throughout the Ontario Division, as people show their generosity in the 10th annual Inco Employees' Christmas Food Drive.

Ergonomics help ease warehouse woes



Gil Roy, storeman in Divisional Shops, left, doesn't have to manually lift scoop bucket pins anymore thanks to a new ergonomically-designed strap that allows the heavy pins to be lifted by forklift. Moving the pins, weighing as much as 120 pounds each, used to contribute to painful back strains. Forklift operator and storeman Reg Selle added, "You feel more secure lifting the pins because it's a lot safer. I know the strap won't fall because it's designed for the job."

What goes where and why?

Answering that question and how best to perform jobs safely and efficiently is what ergonomics is all about in the Ontario Division.

The Warehouse Ergonomics Team has come up with several improvements aimed at diminishing, and possibly eliminating, back injuries among warehouse storemen.

"It hasn't cost us any more money. If anything, we've saved money on the many changes we've made," said team member Jim Elliott, general foreman of warehousing.

But saving money, in this case, was simply a positive by-product of the entire exercise.

The goal was to improve safety.

"Repetitive strain, such as lifting equipment or boxes regularly, is the most common cause of injury," Jim said. "But don't forget, there is a cost savings to improving safety as well."

Gary Hughes, general foreman of compensation, said there's no doubt about that. "Whenever we reduce our days lost, our premiums go down over time."

Jim added, "So preventing injuries is not only good in terms of decreasing pain and suffering among employees, but there's also a cost savings."

Getting an ergonomics

plan in place in warehousing was a team effort, Jim said.

Storemen throughout the Ontario Division provided the Warehouse Ergonomics Team with a list of lifting tasks that concerned them the most.

The team first learned to recognize factors associated with back injuries. These factors included object weight, storage location and repetitiveness of lifting tasks.

At each warehouse, there was a training session and a tour in which storemen identified handling tasks with the most lifting factors.

The ergonomics team made a short list of priorities.

For each item, the lifting task was analyzed and compared with recommended guidelines. Based on the comparison, the team decided whether or not the task could or should be improved.

"The team decided to search for improvements for all items on our short list," said team member Trevor Rickwood, ergonomist with Occupational Health.

Results of the team's work so far on that short list include:

- Bulky 50-pound paper boxes were reduced to half their size and weight.

- New load-rated lifting straps are used to carry scoop bucket pins. The pins, weighing as much as 120 pounds each, were previously handled manually or with dispos-

able carrying straps which were not load-rated. The new straps allow storemen to retrieve and deliver the pins mechanically using a forklift, eliminating the need to lift manually.

- In consultation with the supplier, lengths of chain enroute to the mines were reduced from 154 feet to 82 feet, which is the maximum length the mines need anyway. Warehousing received a

favorable response from the mines customers who also benefited from this change, not only for ease of handling but also in the reduction of wasted chain.

- Mines Research and Little Stobie Mine are investigating ways to reduce the weight of 12-volt batteries while at the same time improving longevity by looking at a different type of battery. Reducing the weight is an obvious ben-

efit to anyone having to carry them. But by extending longevity there's the bonus of having to handle batteries less often.

Also on the Warehouse Ergonomics Team are Smelter warehouseman Gerry Corby, Smelter warehouse foreman Tom Hywarren, Divisional Shops storeman Gil Roy, senior specialist in Mines Research Richard Riach and safety foreman Vince Perdue.



Ergonomics applies to everything. Beyond the work recently done in warehousing, ergonomics has and will continue to help improve safety and production in the Ontario Division. The ergonomic design of handles and steps on this truck work hand-in-hand with safe work practices to prevent injuries. Three-point contact when getting on or off equipment, such as this scissor truck at Crean Hill Mine, is also injury prevention in action as development miner Tom Dolan knows.

SLING SOLVES PIN PAINS

It was a simple thing.

But it was considered the biggest pain in the back.

"We went to all warehouses in the Ontario Division and asked people to identify the heaviest and most awkward items that they handle. And the scoop bucket pin was frequently mentioned," explained Trevor Rickwood, ergonomist with Occupational Health and a member of the Warehouse Ergonomics Team.

Scoop bucket pins, quite simply, help hold the ore-handling buckets to the scooptrams.

"When they change the bucket, they have to replace the pin," explained Gil Roy, storeman in Divisional Shops.

Manually moving those pins, which weigh up to 120 pounds, was a task that contributed to back strains.

"We used to tie (disposable) carrying straps

to the pin and manually put it onto a pallet."

Gil said the new straps introduced by the ergonomics team have a sling-like design that allows the pins to be lifted for transportation by forklift instead of by hand.

So lifting and moving the pins is a bit quicker and easier to do now. "And they are safety-rated," he said.

Divisional Shops storeman Reg Selle appreciates the value of the safety rating.

"You feel more secure lifting the pins because it's a lot safer. I know the strap won't fall because it's designed for the job."

Reg added that along with the new straps, the team also wrote up a procedure on how to do the job properly.

Storemen have also found that the straps work well for handling other heavy, awkward items such as brake calipers and pipe flanges.

Organizational effectiveness



Jack Longston

Pilot projects in the works at North Mine and the Copper Refinery to make them more effective will benefit the entire Ontario Division as organizational effectiveness catches on in the New Year.

North Mine and the Copper Refinery have completed their reviews and are now in the implementation phase of the organizational effectiveness process.

"What we've developed at those operations is a transferable process that can be used at our other operations," said Jack Longston, facilitator with Inco's Ontario Division.

"We're not approaching it in a cookie-cutter fashion. Each plant or mine will work

with an organizational effectiveness review but will be able to tailor it to meet any unique requirements," Jack said.

The organizational effectiveness review looks at seven areas of an organization (plant or mine):

1) Leadership - Setting goals and creating conditions for organizational effectiveness.

2) Management systems - Measuring performance and decision making.

3) Technology - How to use it to enhance cost-efficiency.

4) Rewards and Recognition - Ways of encouraging and thanking employees for jobs well done. Performance feedback.

5) People - Assessing skills we have with our people and determining training needed for the future. Demographics.

6) Organizational design - Each plant or mine must ask itself: "Is the organization set up to achieve our goals?" A clear understanding of roles, authorities and accountabilities.

7) External factors - Dealing with a changing and ever-more competitive market and conditions outside of the plant or mine's control.

"Once these have been reviewed, we develop an action plan for the plant or mine. When the plan has been reviewed by senior management, the components of the action plan get implemented," Jack said.

The Nickel Refinery is the first plant since the two pilots to start a review. During the organizational effectiveness review, interviews are conducted with as many employees as practical to get their views and ideas on the effectiveness of their plant or mine. Because they started several months ago, the Copper Refinery and North Mine are ahead of those just preparing to enter the process.

The two pilot projects have already assessed how they should adapt to be successful in production and cost-effectiveness in the future. Now they're working on implementing their action plans to achieve their goals.

Examining and changing some management structures while making the best use of the whole workforce will be part of the process for all plants and mines.

Moving forward with a changing workforce in a competitive market is what good corporate vision is all about, Jack said.

"We're trying to help set the vision and move our planning into our various managerial areas, to first-line supervisors - where the rubber really meets the road."

Planning for the expected large number of retirements is a key component of the organizational effectiveness process.

With the average age in the Division workforce now in the mid-40s, retirement is becoming a more immediate possibility for many of Inco's highly-skilled and seasoned

employees, Jack said.

"The problem we have is that people with many different skills will be retiring. So as they retire we need to make sure we have trained people here to replace them. Some of our jobs take six months to train for," Jack said.

"We also need to anticipate the skills that will be needed in the next century.

Employees will have to be multi-skilled and able to keep up with technological change. We need people who can continue to learn."

As 1997 draws to a close, the Ontario Division has 400 fewer employees, for example.

Jack also said a more shared form of management during the next several years

North Mine looks to lower costs



Dieter Rothensee, support miner, receives ore to haul to North Mine's ore dump. From there the ore is transferred to Clarabelle Mill. Developing new orebodies is one of the keys to the mine's future.

"We're trying to get our costs down so we can remain competitive," said Doug Goodale, summing up one of North Mine's objectives in the organizational effectiveness review.

"New production facilities in Australia which will produce nickel at less than \$1 per pound are coming on stream. Our costs are higher than that in the Ontario Division," said Doug, chief mine geologist and project manager of organizational effectiveness at North Mine.

So the need to take action to be ready for a more competitive future is here.

Tim Maloney, a mine foreman on the project, said, "We're going to work on improving the development process."

Doug explained that development is a key process to any mine's future.

"We want to show it's worth spending development money here. But we have to spend that money efficiently."

A key component of the organizational effectiveness process for any plant or mine is having a plan in place to manage expected retirements

during the next several years.

"The demographics of our workforce will force us to become more efficient," Doug said.

Mike MacFarlane, superintendent at North Mine, said, "Over the next five years we expect to have about 35 per cent of our workforce retire."

Doug said the organizational effectiveness review and ensuing action plan will allow improvements in handling those challenges to occur more quickly.

The process has been well thought out, planned and is now starting to be implemented at North Mine.

"The organizational effectiveness project started in March. Now we're entering the first phase of implementation. And we're starting to tell our people about the plan."

Doug said one of the benefits of having the organizational effectiveness review was the scientific approach that allowed the team to understand how best to improve North Mine.

"The review has given us time to focus. Under normal conditions it's more difficult to study your process."

Copper Refinery



A forklift operator takes copper cathodes from the cathode-handling unit to the weighing station in one move. The previous system for the same task used three separate moves by different forklift operators. That simple streamlining is one example of organizational effectiveness at work at the Copper Refinery.

Organizational effectiveness can and will take many shapes throughout the Ontario Division in 1998.

At the Copper Refinery it

has already resulted in a plan for streamlining cathode handling, weighing and shipping, which used to be performed by two different departments.

Nickel Refinery

After conducting 67 interviews and about 25 more to go, the Nickel Refinery will have a good idea on how to fill in the gaps and perform better as people retire during the next several years.

"I think organizational effectiveness will help improve the way the Nickel Refinery operates," said Garry

Nahwegahbow, a yard operator at the Nickel Refinery with 27 years at Inco.

Garry said interviewing people like himself as part of the process will result in improvements because everyone has ideas on how to do their work better.

"Interviewing people is a good way to learn how to improve the plant. It can



Peter Phipps, left, designer in Satellite Engineering at the Nickel Refinery, learns the organizational effectiveness process before he is interviewed as part of the review. Lindsay Fournier, general foreman and maintenance and planning coordinator at the Nickel Refinery, conducted many of the interviews.

process plots Division's course

will impact on more than simply personnel matters.

"We are trying to move authorities and accountabilities further down through the organization," he said.

"All of our organizational effectiveness will focus on good alignment between a mine's or a plant's goals and objectives and those of the Ontario

Division. Our plans will include good alignment and interaction of programs and people to achieve these local goals and objectives."

The organizational effectiveness of each plant and mine will emphasize building continuous improvement into the operation.

This could be reflected in lower costs, higher productiv-

ity and better quality product going to the next customer in the process.

(For example: Mines improving the product to mills, mills to smelter, smelter to refineries and refineries to market.)

Each plant or mine has 90 to 120 days to complete their organizational effectiveness review and develop a detailed

action plan.

"Implementing these action plans can take two or three years," Jack said.

Competition with an ever-increasing number of low-cost producers is a factor all employees should be aware of as more plants join in the review and actions plan process, said Ron Aelick, president of Inco's Ontario Division.

"We need to be viable in a \$2 a pound nickel market. And we can do that. We, in the Ontario Division, are a good investment," Ron said.

"We have the people. We have the resources. Organizational effectiveness will make sure we have a plan to be a competitive producer in the future as the mining world changes."

removes barriers

The plan calls for amalgamating the departments and having the crews working with one supervisor.

"The use of team leaders will allow the crews to have more control of their activities," said George Ballantyne, a superintendent of operations at the Copper Refinery and project manager of organizational effectiveness.

A proposal to further automate the handling of cathodes is being investigated.

"That's one example of what organizational effectiveness means. It's not necessarily the tearing down of buildings and physical walls. It can be the removal of barriers," George said.

"There was a barrier, or invisible wall, in the refinery because the cathodes were being moved by two departments in the same physical area. Now we will

streamline that process so the cathodes go from the cathode-handling unit to the weighing station by forklift in one move," George explained.

"Ideally, when there's some cash flow available, we'd take them from the cathode-handling unit and send them by conveyor to the weighing station instead of using forklifts. We used to move them three times using different forklift operators under the previous system."

To achieve that change, people at the Copper Refinery had to study their process, as they have in all areas of their plant.

"We want to better understand how we manage our process to make it more cost-effective."

They got much of that understanding by conducting personal interviews as

well as holding focus group sessions to understand the issues the Copper Refinery must address. In addition, they reviewed past operations and future plans.

"It gave us a good systematic approach to review how we manage the Copper Refinery and how we can improve it," said George. "We have a customized 20-point improvement plan for the Copper Refinery."

Like many plants and mines in the Ontario Division, the age of the workforce is a factor to consider in planning for the future.

In five years about half the staff at the Copper Refinery, for example, will retire.

"So one of our challenges is to deal with the demographics through the re-assignment of work," said George.

That will also mean hourly-rated employees will



Organizational effectiveness has received a boost through Quality training sessions. Copper Refinery manager Dale Krueger tried his best to improve a process simulation recently, where he and other participants found that sometimes its better to change the entire process rather than to tinker with it.

have more direct say and responsibilities in their work.

With their plan ready, George estimated it will take

two-and-a-half years to complete the implementation.

"The nice thing is we developed homegrown solutions."

charts improvements

only make for a better place to work."

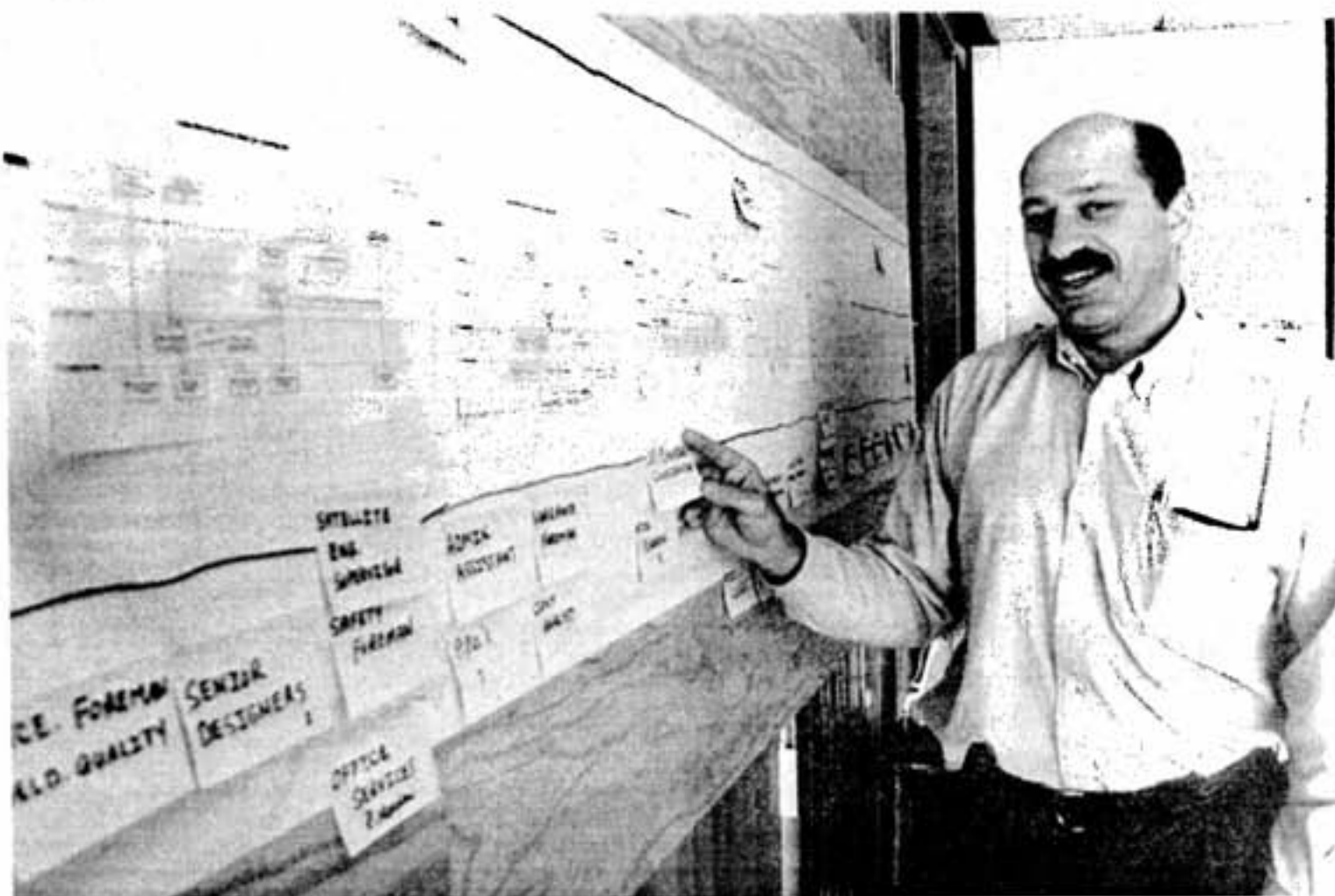
Slobo Golubovich, superintendent of Safety, Quality and Product Handling, said, "We've taken all the jobs and put them on a chart according to the longest time given to complete any task assigned to these roles. It lets you know if you've covered your needs to operate today, to plan for tomorrow and for the next three to five years."

The organizational effectiveness process will show what jobs need to be replaced and/or reshaped to fulfill future needs of safety, production and cost-efficiency.

"We want to make sure we cover what we need. We're looking to categorize the work done, whether direct, delegated or work supporting someone else's work," Slobo said.

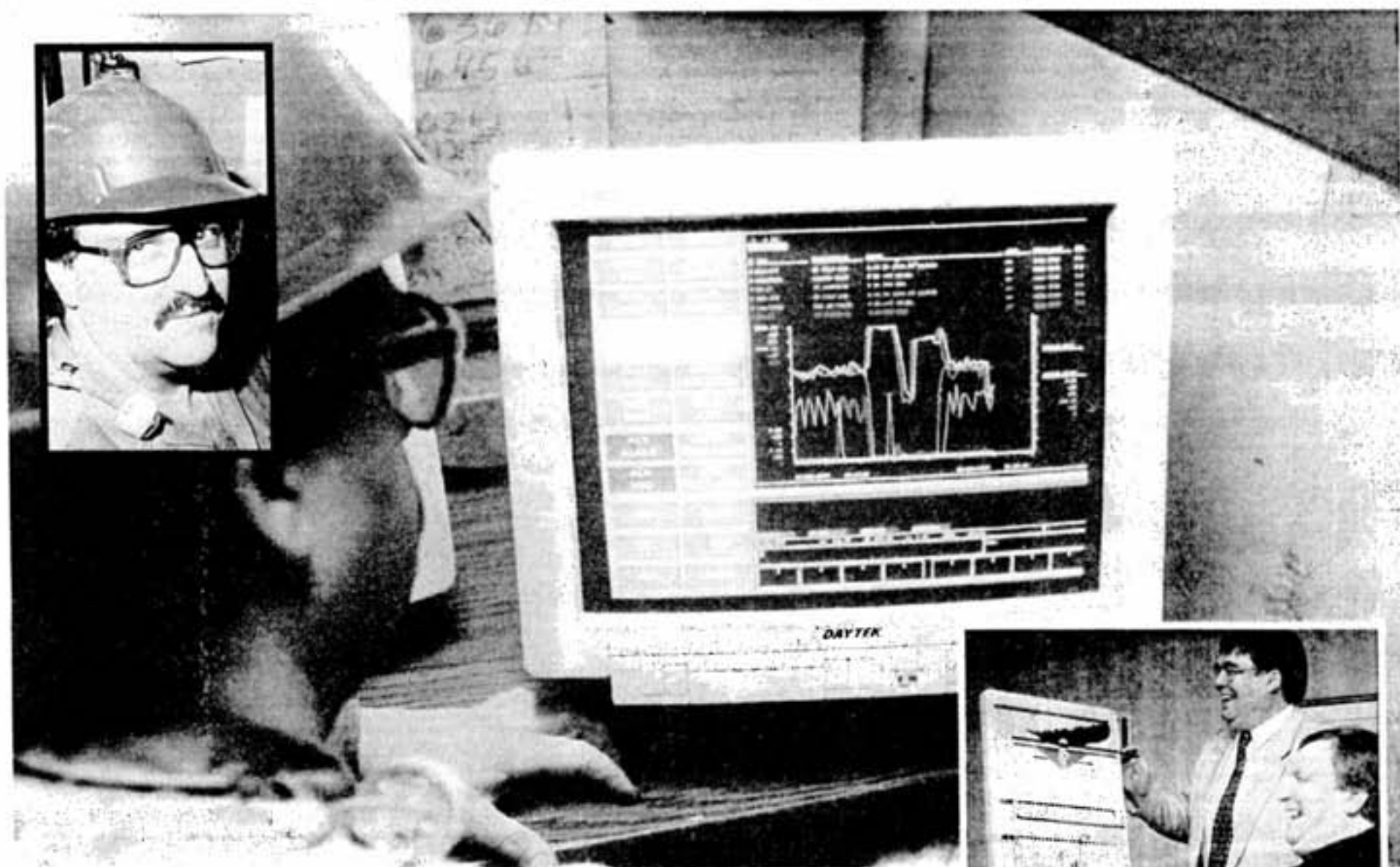
"We're also examining the authority of each job to make sure people have the ability to do their jobs." Sometimes people's work relies somewhat on the tasks performed by a group or individual who answers to a different department, he explained.

The Nickel Refinery's action plan will be ready in February of the New Year.



Slobo Golubovich, superintendent of Safety, Quality and Product Handling, examines a depth chart of the organizational structure at the Nickel Refinery. "We've taken all the jobs and put them on a chart according to the longest time given to complete any task assigned to these roles. It lets you know if you've covered your needs for tomorrow and for the next 20 years or more."

Charting progress key to improving



Mike Beauparlant (Inset), filterman at the Copper Cliff Mill, looks at a chart showing filter volume and vacuum levels. "It tells us if we're losing volume or if we're right on."

"We've got to plot the dots."

That's the message on improving our processes in the Ontario Division from Joe Dippong, senior advisor in Total Quality Management.

Making quality a disciplined science at work, rather than a vaguely-defined goal, is the key to making great gains in safety, cost-efficiency and productivity, Joe said.

Plotting the dots on graphs monthly, weekly and daily is the best way to know where a department stands on almost anything, he said.

"It could be safety, it could be grievance frequencies or production levels. It's important so we know the difference between special causes versus noise (normal fluctuation)."

By keeping track and periodically checking, most any process can be improved.

"You could use statistical analysis to improve your golf game. It's the same principle in anything. You pinpoint the shortcomings and address them," Joe explained. "But the first thing you need is a process to keep track of them. You have to plot the dots."

Applying the quality process to more of

the Division's operations will eliminate unexplainable variations.

"We want people to take a more scientific approach to their work. So when you have a really good month you can say 'We planned that. We know how to repeat it.'"

Each plant and mine has to determine what its normal production variations are in order to know what issues it must address.

Joe and his Quality team are rolling out their program this month, first at the Copper Refinery, then at North Mine, to enhance the ongoing organizational effectiveness programs.

Management will be trained in order to present the quality process to all employees at both sites.

"We'll help. But it's got to belong to them. They have to take own-

ership. And I know they will. We have a motivated workforce."

Expected outcomes of the Quality process are:

- Improved planning process.
- Ability to measure progress against a plan.
- Increased process capability with minimum capital.
- Everyone working on adding value.



Bill Romas of Quality and Human Resource Development uses one of his innovative toys to illustrate when it's important to make changes to a process and when ups and downs are just the normal "noise" of a process. Copper Refinery supervisor Don Brickett's job in this simulation was to sit and read a magazine and let the process of falling ball bearings run on its own. Other participants made many adjustments to the process to make the bearings land in a specific area. But, as in this example, it turns out some processes can't be improved unless they are overhauled, Bill said.

BRIEFS

STAY SAFE FOR THE HOLIDAYS

Holidays are a time for celebration and that means more cooking, lots of entertaining and an increased risk of fire. According to the National Fire Protection Association (U.S.) some 600 fires annually are started by ignition of Christmas trees and an annual average of 6,700 home fires are caused by candles every year with 120 associated deaths and more than \$80 million in property damage.

Here are some holiday safety tips:

- Use candles with care.
- Keep an eye on children.
- Select toys with safety in mind.
- Choose a fresh Christmas tree and keep it watered.
- Inspect decorative lights for damage.
- Give portable heaters space.

WORLD NICKEL SUPPLY TO EXCEED DEMAND IN NEXT FEW YEARS

World nickel supply will probably exceed demand in the next few years, as consumption from stainless steel makers falls short of increasing output, industry executives and nickel market analysts say.

In keeping with that forecast Anaconda Nickel's Murrin Murrin nickel project in Western Australia is less than a year from commissioning the world's fifth largest nickel mine.

Adding to the nickel supply and lowering forecast nickel prices are higher-than-expected exports from Russia and lingering turmoil in Asian stock markets.

As a result, recent published reports say the average three-month nickel price will drop from an earlier forecast of \$3.35 a pound to \$3.15 a pound for this year. Some analysts also forecast nickel prices to fall below \$3 a pound in 1999 and 2000.

Leader 2001 grabs global students



The graduates of Group 18 in the Leader 2001 program included, from left in the back row, Robert Deni, Michael Walker, Niall Robertson, Brian Young, Jennifer Defreyne, Ray Majerus, Allan Beers and Wally Szumylo. From left in the front row are Rodney Michel, Darl Bolton, Terry LaRouche, Djati Siahaan and Mary Dubel.

Inco's Leader 2001 training program is making teamwork the norm as a style of leadership not only at its home base in the Ontario Division — but around the world.

"The best thing you can learn from this course is that the human factor is important in everything. Right away, I know I'll be using the communications skills I learned when I get back to work," commented recent Leader 2001 graduate Djati Siahaan, 36, comptroller at P.T. Inco, Indonesia.

Djati is among the 13 most recent graduates of the five-week leadership program coordinated by the Quality and Human Resource Development department in Copper Cliff.

The intense course is attracting increasing interest from P.T. Inco with four more employees set to travel halfway around the world in 1998. And that's just fine by Ontario Division President Ron Aelick, who spoke at a graduation ceremony earlier this month.

"Keep them coming," Ron commented concerning future participation by employees outside the Division.

Several graduates spoke of the program's value in helping them come up with creative solutions to the constant challenges of increasing productivity, maximizing cost-effi-

ciency and improving safety at mines and plants.

Djati said he can see why there's such interest in Leader 2001 because it prepares people to become leaders, or, as in his case, to become better leaders.

"You learn to be proactive in applying the listening and facilitation skills that are taught in the program."

Djati said he's got a lot of practical knowledge to take home with him and apply to his work from the program.

"You have to listen to problems carefully. Let people tell you what the problems are. Don't try to tell them what they are. Let them define the problems themselves. And then you let them solve problems themselves. A leader should act as a facilitator."

The program offers unconventional educa-

tional methods such as business and process simulations, including a mock version of Jeopardy.

"It's fun," remarked Jennifer Defreyne, 24, engineer-in-training in Process Technology.

"We all got so close. It makes me want to get closer to the people I work with because I've seen how much more can get done with that kind of close teamwork," she said.

Jennifer also identified the human factor as the most important aspect of the program.

"Learning about people was the main thing for me. Everybody's different. They're different to motivate and everybody learns differently."

She said how leaders deal with those differences can determine success.

"Active listening" is what Niall Robertson,

26, identified as the most important skill he learned during the program.

"I thought I knew how to listen before," said the engineer-in-training with Process Technology.

"But the course taught me to save my thoughts (while listening to someone) and to repeat what someone says in your answers. By repeating it you gain a better understanding of what they said. And

it lets them know you were listening."

This group's valedictorian Robert Deni, 30, also an engineer-in-training in Process Technology, wasn't short on praise for Leader 2001.

Robert likened the five weeks to a rollercoaster ride, with each extra and unexpected hill representing the challenges participants had to take on.

"Today we stand here with greater knowledge, skills and confidence to ride all those rollercoasters that we will find ourselves boarding in the future."

Leadership and teamwork, said the Ontario Division president, will help make the rollercoaster ride of competing in a global nickel market a safe and productive one.

Ron added, "Leadership today and tomorrow will continue to be a challenge as it has been for centuries."

Training specialist Stan Pasierowski told the graduates that their work in Leader 2001 has just started.

"Your role now is to get back and teach other people the new skills and then coach them to get better until they become the best."

Improving teamwork and leadership, Stan said, is a never-ending goal.



Robert Deni, 30, engineer-in-training and valedictorian, said in his speech, "Today we stand here with greater knowledge, skills and confidence to ride all those rollercoasters that we will find ourselves boarding in the future."



Ontario Division President Ron Aelick hands Niall Robertson, engineer-in-training, his diploma from the five-week Leader 2001 program.

Inco employees in a recent class of Leader 2001 were quick to praise the skills they learned from people such as Tom Tripp, right, Quality program facilitator. "I know I'll be using the communications skills I learned when I get back to work," commented graduate Djati Siahaan, comptroller at P.T. Inco, Indonesia.



It's beginning to look a lot like Christmas...



Face painting was a hot item at the Frood, Stobie, Little Stobie and Garson Employees' Association Christmas Party. Sylvie Brunet, 12, guest of Garson electrician Paul St. Amour has her face painted by clown Helene Main.

Brittany Sliede, 5, treasured a balloon designed by Klutz the Clown at the General Engineering and Safety Health and Environment Christmas Party. Brittany is the daughter of plant engineer Brian Sliede.



Kyle Westhaver, 10, helps his younger brother Kirk, 4, with his skating technique at the Frood, Stobie, Little Stobie and Garson Employees' Association Christmas Party. Kyle and Kirk are sons of Little Stobie mine engineer Gary Westhaver.



Two-year-old Jeremi Foisy appears a little uncertain of the man in red and white at the Copper Cliff Mines Christmas Party. Jeremi is the son of raise bore operator Remi Foisy.



Amidst the dozens of teddy bears waiting for a good home at the Copper Cliff Mines Christmas Party is Natalie Labranche, daughter of North Mine production miner Rheel Labranche.



Wesley Rice, 15 months, appears ready to re-decorate the tree at the Canadian Guards Association Christmas Party. Wesley is the step-grandson of Nickel Refinery plant protection officer Janie Stokes.



Veronique Paquette, 7, daughter of Mike Paquette of the Copper Refinery's Maintenance Services, got a ballerina outfit from Santa Claus at the Copper Refinery Athletic Association Christmas Party.



It was wall-to-wall toys, but six-year-old Julia Hansson didn't have any problems choosing a gift from the huge selection at the Steel Hall. Julie is the daughter of Donald Hansson, a miner at Coleman Mine.



Pamela Brouse, 6, shares a laugh with Santa Claus at the Coleman/McCreedy East Christmas Party. Pamela is the daughter of miner Allan Brouse.

It's beginning to look a lot like Christmas...



The General Office Christmas Party provided a chance for Lillian Fraser, an accountants payable administrator, to visit with her granddaughter Braeden Yeo, 13 months.



Entertainer Chuck Roberts was a big hit with the children again at this year's General Office Christmas Party. He got them dancing and singing while they waited for Santa Claus to arrive.



Courtney Ferguson snuggles up to the popular children's television host Barney at the Canadian Guards Association Christmas Party. Courtney is the daughter of plant protection officer Ruth Lunn.



Mrs. Claus gets into the act with Meagan Sharpe, 4, at the Coleman/McCreedy East Christmas Party. Meagan is the daughter of Richard Lauzon, shaft services leader at Coleman Mine.



Santa asks six-month-old Martin Mrochek, son of J.P. Mrochek of Electrowinning, what he wants for Christmas as his mother Angel and two-year-old brother Mathieu look on at the Copper Refinery Athletic Association Christmas Party.



Calvin the Magician had no problem soliciting volunteers for his magic show at the Port Colborne Refinery's Children's Christmas Party.



So many gifts to choose, so little time. Eight-year-old Stephanie Zammit, right, can't seem to make up her mind over what gift she wants most for Christmas as she shares Santa's knee with sister Jessica, 5, during the Steelworkers Local 6500 Christmas Party. Stephanie and Jessica are the daughters of Mike Zammit, a development miner at Crean Hill.



Not everyone is completely comfortable on Santa's lap, especially when you're seeing him for the first time. Such was the case with Kaitlyn Bitner, 8 months, daughter of Robert Bitner of the Cobalt Refinery in Port Colborne.

Welder's sights set squarely on safety

Art Landry recently passed a milestone at Inco.

A few months ago he reached 30 years in seniority.

But it's not the fact that he's eligible for full pension that's the significant milestone in his case.

Since he started working for the Ontario Division in 1967 Art hasn't had an injury.

He has a clean safety record.

As a welder at the Copper Refinery, or anyone who works in an industrial setting, that's something to be proud of.

Like many safe-working employees at Inco, Art is modest about it.

"I've been lucky."

To be fair to Art, luck had nothing to do with it.

His next comment about his safety record is more

telling.

"You create your own luck when it comes to safety," he said. "Safety is always number one."

In Art's line of work, eye injury is a main concern.

Doing one welding job without a welder's face shield can easily lead to a permanent eye injury.

"In 30 years I've never experienced any flashes," he said.

A flash of light from a torch's arc is all it would take to seriously injure an unprotected eye.

"If you forget about the proper procedure, you'll feel the effect later on."

Art added that it's the sort of "effect" that would not only be felt soon after an accident, but likely for the rest of a welder's life.

"So you make safety your routine," he said. "It's a discipline. Every morning before I start a job I check my equipment and make sure I'm about to use the right shield for a weld."

Procedures, equipment and knowing how to use it are part of Art's daily discipline of safety.

One piece of equipment, a high-tech face shield, helps make safety easier to achieve.

"The second you light the spark, the lens of the shield turns automatically to the proper shade. It's high-tech protection. But like any technology it can go on the bum. You have to check it to be sure it's working right."

Maintaining good vision has been part of Art's life for professional and personal reasons. After all, he has a family he enjoys seeing after a day's work.

It can be difficult to keep up the sort of rigid safety habits that Art has practiced for



By wearing the proper face shield on every welding job Art Landry has managed to work 30 years without an eye injury – or any injury for that matter.

30 years.

"That's why we need to keep reminding ourselves why we need to protect our eyes while working," said Jeff Grieve, senior environmental analyst at the Copper Refinery.

The answer to this may seem obvious.

"But there are still people who suffer impaired vision because they were not using proper eye protection on the job," Jeff said.

Natural defense mechanisms of the human eye are limited. The construction of the eye will provide only basic protection from chemicals, dusts, radiation and airborne particles. Tears are insufficient to combat strong irritants, eyelids are too slow to prevent damage from flying particles and the whole

mechanism is ineffective against brilliant lights such as a welding flash.

"You need something better in the workplace," said Jeff.

Selection of proper eye protection is based on the hazards of the work in a plant or mine, he said.

Outside work demands shaded glasses. An electrician requires dark glasses for switching. Welders need very dark goggles for burning and darker lenses for arc welding.

"Art has a super safety record. It shows what following procedures can help us achieve."

Jeff offered a few more eye safety tips to help employees be injury-free in the future:

- Remember, regular safety glasses are worn nearly everywhere in the Ontario Division other than offices and lunchrooms.

vision other than offices and lunchrooms.

- Think about proper eye protection when you set up for a job. Ask yourself, "Is there a requirement for something more than the basic safety glasses?"

- Check the procedure for additional safety equipment.

- If the task requires a face shield and it's not part of the procedure maybe it should be added.

- If you enter the Copper Refinery's Tankhouse basement take along a pair of mono-goggles to deal with electrolytes.

The Division expects to spend more than \$213,000 in 1998 on safety eyewear, Jeff added.

"Please value your sight as others do and choose the right protection for your eyes."



Art Landry, a Copper Refinery welder specialist, says "You create your own luck when it comes to safety. Safety is always number one." Art is qualified to speak on the topic having worked 30 years without an injury.

An Engineering experience



"I like hands-on learning," said Marc Dakin, 17, (left) a Grade 12 student at l'Ecole Secondaire l'Horizon. "That's why I'm here – to check it out." Marc was one of 57 students from 14 Sudbury area high schools to "shadow" an engineer as part of the annual Engineer for a Day event. Christina Visser of General Engineering, herself a graduate of Waterloo University's instrumentation engineering program, showed Marc how on-site equipment observations and computer graphics can be used to improve processes. Marc got to see some of the work Christina has done on instrumentation and mechanical design of a fresh air fan at North Mine and slurry piping systems at Clarabelle Mill. At right, Erik Duchesneau, 17, a Grade 12 student at Macdonald Cartier Secondary School got to "shadow" Samantha Espley of Mines Research, coordinator of this year's Engineer for a Day event. All students participating in the program spent an afternoon with an engineer learning what the career is all about.

Gloves can help keep hands healthy



Wally McBain, first-class electrician at North Mine, knows that by wearing gloves while sawing steel he is greatly reducing the risk of injury to his fingers.

Improving safety in one area highlights other safety issues.

Back injuries are no longer the most prevalent injury in the Ontario Division. That dubious distinction now belongs to hand injuries.

"The back injury prevention program has been going for a few years. Maybe that's why hand injuries are more prevalent now," said Tim Lauber, safety supervisor with North Mine.

"But with more attention to preventing hand injuries we could make a dramatic decrease in incidents."

Tim said the discomfort and pain to employees is the best reason to prevent injuries. There's also a cost factor to the injuries as an extra motivating factor to improve safety.

The average cost per hand injury, from January to the end of November 1997, was \$295. The average cost per back injury during the same period was \$270.

So far this year, again us-

ing statistics from January to the end of November, 19 per cent of the total number of injuries have been to hands, wrists and fingers. In comparison, back injuries comprised 18 per cent of the total number of injuries.

Statistics also show that hand and finger injuries represent 18 per cent of the total number of disabling days, compared with 15 per cent for back injuries.

"You use your hands in everything you do," said Tim. "They work closer to moving parts and chemicals. So we have to ask ourselves, 'How do we protect them? How can hand and finger injuries be reduced?'"

Those answers can begin with engineering and administrative approaches to injury prevention, said Tim. However, personal protective equipment should be worn to supplement that protection.

One way to reduce hand and finger injuries is to remind people of some safety points, Tim said.

1. Wear the right safety equipment.

a) Handling rough or abrasive material - Wear gloves made of leather or metal-reinforced leather.

b) Protection from cutting tools - Wear metal-reinforced leather, metal mesh or cut-resistant plastic gloves.

c) Electricity - Electricians wear rubber gloves and linemen's rubber gloves.

d) Protection from heat - Wear gloves and arm protectors made of leather, wool, terrycloth or glassfiber. (Note: leather will not stand up to temperatures of more than 150°F.)

e) When handling chemicals or irritants it is best to contact the supplier to select the proper protection.

2. Caution should be exercised while wearing gloves when operating moving machinery such as drills, grinders or other rotating and moving devices that could catch the glove and pull the hand into the point of operation.

3. Prevention of hand in-

juries can also be accomplished by the following:

a) Use tools properly - the right way is the only way.

b) Use the right tool for the job - follow proper procedures.

A bit of prevention goes a long way, said Wally McBain, first-class electrician at North Mine.

That's why he wears the proper equipment and follows safety procedures to prevent injuries.

"When you're using a hacksaw the biggest hazard is jamming your fingers when you

breakthrough the steel," Wally said as an example.

"With the safety gloves you'll prevent yourself from getting a bad cut."

Roger Paquette, maintenance mechanic at North Mine, handles a lot of steel on his job.

"Without gloves you can get a sliver from steel slings and flat bars."

The bottom line is all injuries are preventable, said Tim. And with more concentration on preventing hand injuries safety will be greatly improved.

Roger Paquette, maintenance mechanic at North Mine, says gloves prevent any slivers from steel slings and flat bars.



Three of the region's best friends



In one of his last official acts in a storied career as Chairman of the Regional Municipality of Sudbury, the late Tom Davies dropped by the General Office in Copper Cliff to personally congratulate the now-retired Marty Puro and Darl Bolton of Decommissioning and Reclamation for their help in enhancing the region's reputation. Delivering plaques of appreciation on the region's behalf, Davies lauded the pair for their excellent cooperation through the years. "These gentlemen are a cut above when it comes to helping on Inco's behalf in community relations," said Davies, who passed away earlier this month. "We have been able to make special projects happen successfully because of their balanced and helpful suggestions and efforts."

Firefighters appreciate Inco orientation



Utilities foreman Mark Kollbash gives firefighters with the Sudbury Fire Department an overview of the Copper Refinery's property entrances and exits.

When it comes to emergency preparedness — you can never be too prepared.

To that end Ontario Division employees take firefighters on orientation tours of each plant and mine once a year.

Earlier this month, it was the Copper Refinery's turn.

"Inco is good to update us as to any new hazards," said platoon chief Dennis Pietrobon, of the Sudbury Fire Department.

"Inco has a good emergency preparedness plan," he added as he strolled through the Tankhouse.

The tours of plants and mines are all part of that plan.

"It's good to re-familiarize ourselves with the plants."

Inco utilities foreman Mark Kollbash lead the group of firefighters through much of the tour pointing out where oil and chemicals are stored.

"It would be overwhelming to walk in here in an emergency situation for the first time," noted firefighter Chris Stokes.

"With these tours at least we know where the hazards are," he said.

Despite the size and scope of the Ontario Division's many operations in the region of Sudbury, Stokes noted that potentially hazardous substances are generally stored in entirely separate areas of each plant.

That's not the case at many smaller businesses in the area, he pointed out.

At a hardware store for example, firefighters can have a more difficult time knowing what hazards they face because gasoline, oils, fertilizers and various chemicals may be stored together in one area.

"Inco is so well organized. Everything is separate."

Getting firefighters familiar with plants and mines is crucial to ensuring the greatest level of safety, said Ellen Heale, the Division's Emergency Preparedness coordinator.

"Each plant has an annual orientation with their corresponding fire department," Ellen explained.

"We have the annual tours by firefighters to make them aware of any structural changes or changes to process. We want them to have some prior knowledge before they respond so they aren't putting themselves at risk."

Ellen said it's also important for firefighters to know what chemicals and products are at mines and plants so they know what firefighting equipment and supplies to bring, such as foam or chemical extinguishers.

"It's important for them to know what chemicals are used in our processes and where they are stored, again just to ensure their own safety and to ensure an appropriate response."



Mark Kollbash shows Sudbury Fire Department platoon chief Dennis Pietrobon a map of the Copper Refinery at the start of the annual orientation session.



Electrician Al Walker was also on the orientation tour to talk with firefighters such as Capt. Moran Corkum. During the tour firefighters were shown where oil and chemicals are stored at the Copper Refinery.



Firefighter Chris Stokes says it would be "overwhelming" to respond to an emergency at an Inco operation, such as the Tankhouse, without the benefit of annual tours and updates from Inco employees like electrician Phil O'Neil.

Employees eclipse United Way record

They've done it again! Despite losing more than 400 people to retirement, Inco's Sudbury area workforce established a new record again this year with \$222,000 in donations to the Inco Employees' United Way Campaign — a joint effort of the Company and the United Steelworkers of America.

Coupled with the Inco Limited corporate donation of \$120,000 and a pensioners' drive that has pulled in some \$9,000 despite the recent mill strike, last year's record total of \$353,595 should fall easily, said campaign co-chair Brian King.

"We're already ahead of last year's pace with the bulk of the pensioners' campaign still to come," said Brian. "Now that the mill strike is over we expect the pensioner donations to really pick up. We remind our pensioners that their contributions are very much appreciated and very much needed in the community."

Brian said 22 of 36 areas canvassed increased their donation totals despite the drop in potential donors. Four areas — South Mine, North Mine the Nickel Refinery and the Smelter — were up more than \$3,000 from last year.

During a year-end thank you luncheon for canvassers, there was nothing but praise for the men and women at Inco who contributed to the success of this year's campaign by their generosity and dedication.

"I am convinced that the need to help others who are less fortunate than ourselves is firmly entrenched in the minds of our employees and they show their concern by their continued and generous support of the United Way," said co-chair Eric Fenton. "It's relatively easy to plan and prepare for a campaign, particularly when you share the job with an experienced co-chair like Brian, but the real results are achieved in the plants, mines and offices by the canvassers and the donors. The success of the campaign is directly related to their level of enthusiasm."

Comptroller Doug Hamilton, speaking on behalf of the Ontario Division, thanked Eric and Brian for their efforts but reserved special praise for canvassers and donors. "You should all be very proud of the contribution you made during this year's campaign," he said.

Steelworkers Local 6550 president Dave Campbell, said a generous spirit is the binding factor among all groups participating in the employees' campaign. "The workforce numbers are down and they'll continue to go down," he said. "But when the going gets tough, the tough get going. Hopefully next year we'll be able to say the numbers are again down and the totals are again up."

Local 6600 vice-president Gary Quig was no less im-



The thermometer hasn't been built that Inco employees can't smash. As the numbers vividly illustrate, employees put together another record-breaking year in the annual United Way canvass. The \$222,000 total is even more impressive when you consider it was accomplished with more than 400 fewer employees. Pleased with the results from left are Peter Roche, co-chair of the region-wide 1997 United Way Campaign, and Eric Fenton and Brian King, who co-chaired the Inco Employees' United Way Campaign.

pressed by the amazing results from this year's campaign. "It's very encouraging to see all these different groups here for a common cause," he said, referring to non-union staff, the Canadian Guards Association and

Locals 6500 and 6600. "It just shows what we can accomplish when we all work together."

Peter Roche, co-chair of the region-wide 1997 United Way Campaign, said the effort put forward by Inco em-

ployees is "simply beyond belief."

"The reality is that between the corporate donation and the employee and pensioner canvass, the total Inco/Steelworkers contribution accounts for more than

30 per cent of our campaign and it allows us to keep elevating our goals each year. For the Inco employees in Sudbury to increase their contributions with fewer people is just fantastic. We're ecstatic."

Campaign bids farewell to friend



Jeannette Leftly, who has elected to retire, is leaving behind a 30-year career at Inco and a 15-year association with the Inco Employees' United Way Campaign. Her efforts through the years were recognized at a campaign wrap-up luncheon.

As Jeannette Leftly happily readies herself for retirement, she takes with her 30 years of memories from Inco and 15 years of contributions to the Employees' United Way Campaign.

"I've been involved from the start," said Jeannette, currently enjoying pre-retirement vacation from her job at Information Systems. "I started out writing programs to edit the data on the pledge cards and produce reports. Today, the final step is employee payroll deduction and the program I'm responsible for creates a dataset that initiates that deduction in January."

Referring to her as their 'computer whiz' campaign co-chairs Eric Fenton and Brian King bid farewell to Jeannette with a bouquet of roses for her years of tireless work. Michelle Liebrock of the Sudbury and District United Way said thank you as well with a plaque of appreciation and a *Neighbors Helping Neighbors* (this year's campaign theme) sweatshirt.

"I've always liked helping as much as I can," said Jeannette. "But I'm just one individual and the ball will keep rolling. The highlight of my involvement would have to be the fact that we keep matching or topping our goal, both within my department and at Inco."

Jeannette's departure leaves a hole to fill as will the pending retirements of other prominent canvassers, said Brian, who is hoping new volunteers step forward.

"There's probably going to be at least another two or three canvassers going on pension and maybe as many as six," said Brian. "People like Bob Todd and Bob Leblanc, who are both retiring, have compiled a lot of valuable experience over the years that we're going to miss. I'd like to thank all our retiring canvassers for their efforts."

Tips for treating aches and pains

(Editor's Note: This column is a follow-up to the one on preventing back injuries that appeared in the November Triangle. The Ontario Division has seen an increase in the number of reported injuries in the sprain or strain category, especially of the back. The following article discusses steps to treat back pain.)

By Heather Wallingford

If you have an ache or pain in your back, do the following immediately (do not wait for tomorrow or let the pain increase).

a. Ice therapy — 95 per cent of people with back pain get relief from using ice therapy. Get a gel ice pack and wrap it with a dish towel. Leave it on for 20 minutes or more. Ice decreases swelling, muscles spasms and pain. Ice is evaluated by how you feel when you get off the ice pack and how long does it last. Use ice treatments every hour if they help and your pain is bad.

b. Take a long shower. Showers warm up the muscles and get them ready to move but do not get them hot enough to get the negative effects of a heating pad or hot water bottle. Five to seven minutes of heat from a heating pad or hot water bottle can be used to warm up the muscles before an activity. Do not sit still after using heat. Heat for more than seven minutes from a hot bath, a hot water bottle or a heating pad is not recommended as it usually makes the pain worse within an hour.

c. Find out what the pattern is for your pain. There are different patterns to back pain depending on what has been irritated. Obtain an assessment of your back from a trained Plant Protection Officer or from the therapy consultant at Occupational Medicine so that you can work and rest in the best position for your back. This will speed your recovery and decrease your chance of making

your pain worse in the future.

d. Practice active rest. Studies have shown that bed rest is not the best thing for a speedy recovery. It is best to stay as close to your normal routine as possible as long as you are not aggravating your pain. It is best to do a little in a good position and then take brief rest breaks in a good position.

Stay as close to your normal routines as possible. Try wearing your safety equipment and doing some work. The measure of how much you should do is how you feel the next day. If you are gradually getting better then you are on the right track. When at home, lie down for your rest break if possible, as sitting is not a resting position for most people's backs.

e. Wear an elastic support. Elastic supports usually give immediate relief. They keep your natural temperature in and decrease the chance of drafts which tighten up the muscles.

The muscles react more normally with the pressure on them and according to numerous studies muscle activity is not decreased. The back support also reminds you to be careful. The most recent study on a very large group of workers found that wearing the back support actually decreased the possibility of back injuries.

g. Do gentle stretching exercises.

- While standing, get your back into a good position, keep your toes on the ground and gently lift one heel after the other. Repeat about 10 times. This exercise can be done several times a day.

- Get onto your hands and knees and gently stretch up and down and from one side to the other. Use a chair or another piece of furniture to get up.

- Lie on your back and bend one knee up slowly, lower and repeat with the other.

Do not do anything that increases your pain or discomfort.

LET'S TALK SAFETY

with Ron Rafuse

Make New Year a safe year

With the Christmas season upon us and 1997 drawing to a close, it is a time for each of us to look back and think about the history of the year.

There is nothing that can be done about the events and things that have occurred both good and bad. Each of us can take time to look back on the year to learn from the mistakes and build on the positive events to make 1998 a much better and safer year.

Using our first principle *All injuries can be prevented* has been a driver that needs to be first and foremost in our minds for the New Year. In the past year safety performance continued to improve but incidents and accidents that lead to personal injury with pain and suffering still occurred both on and off the job with Inco employees.

In 1998, we must strive to do things the way they are expected to be done to get us closer to the goal of injury elimination. At all levels in the Company *Working safely is a condition of employment*. Our fourth safety principle means that in doing work each of us must follow the standards, rules and procedures when doing every task no matter how small or short the job.

Each person has the responsibility to do work the proper safe way such as not using defective equipment or using equipment that you are not trained or authorized to use. This includes wearing fall arrest equipment around open holes, following proper tagging procedures and so on.

Supervisors in charge of the workplace have the responsibility to ensure that work is being done safely and ensure that rules, standards and procedures are being followed and take the required action to see they are enforced. So in striving to prevent injuries, working safely as a condition of employment and knowing what we are accountable for affects everyone at all levels of the Company.

Each person doing their part will certainly make major improvements but to really achieve it takes teamwork. Teamwork involves each person doing their part to work together with pride and dedication to looking after each other and correcting each other, where necessary, to prevent accidents.

In 1998, have a plan as to how you and those around you will make working safely your most important resolution because our last of the seven safety principles is the key — *The prevention of personal injuries and incidents is good business*.

This same principle should be a foundation for our off the job activities as well. What about safeguards such as smoke alarms? In 24 of the 68 fatal fires in Ontario between November 1995 and April 1996 there were no alarms. In an additional seven fatal fires the battery in the detector had been removed. This means that 31 people died by not following the law (rules) or making safety devices inoperable.

The fire death rate in Canada, on a 10-year average, is 2.03 deaths per 100,000 people per year. And the average incidence of fires is

nearly 68,000 per year. Three quarters of all fires are residential with the largest number in the winter.

Here is a Christmas safety checklist. Please take the time to review it yourself and then with your home team — the most important team of all — your family.

Christmas Safety Checklist

Your Christmas tree is a symbol of Christmas wonder and joy. Keep it that way. Don't let it become a source of tragedy.

Check to make sure your tree is:

- Fresh when bought.
- Cut straight across the trunk.
- Cut two inches above the original cut on the trunk.
- Placed in a large-capacity stand.
- Watered daily.
- Away from sources of heat.
- Unplugged when no one is home.
- Decorated with C.S.A. approved lights.

The winter's chill means increased use of heating sources in your home during the Christmas season and throughout the winter months.

Do . . .

- Use C.S.A. approved electric portable heaters with cords in good repair and always keep them away from flammable materials.
- Clean chimneys and woodstoves regularly.
- Keep the woodstove door closed at all times.
- Keep combustibles away from the woodstove.
- Before using a fireplace, check for blockage.
- Always have a fire screen in front of a fireplace.

Don't . . .

- Leave children unattended near woodstoves or fireplaces.
- Burn wrapping paper or boxes in a woodstove or fireplace.
- Overfuel a woodstove or fireplace.

I will take this opportunity to wish each of you and your families a happy and safe season and a New Year of working and playing safely as our number one priority.

Ron Rafuse is superintendent of Safety in the Ontario Division

EVH

FOR YOUR HEALTH

From the Occupational Medicine Dept.

By Janet Martindale

My husband Bob and I have just returned from a trek over our 'back 40' and that of our neighbor Mark, a marvelous conservationist, tree planter, water gardener and miner, who happily shares his space with others.

The soft, light snowfall through the night, blanketing the trails, necessitated hiking boots this time, however, it won't be long before snowshoes will be the order of the day.

It's hard to believe that Christmas is almost upon us. This is one of the reasons for our walk, to find the perfect 'Charlie Brown' tree which, when removed from our home once all the festivities are over, leaves such an empty space. Thanks for your timely E-mail memo on ladder safety Tom. Our tree always requires the step-ladder to reach the top.

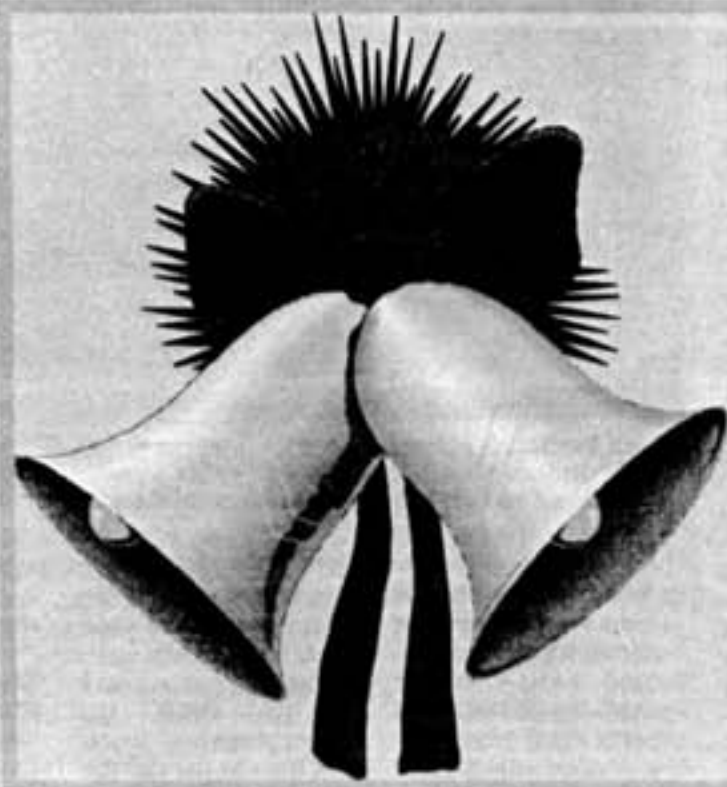
On quiet walks in the bush when the only sounds are scrunching footsteps, chickadee tunes and tall trees creaking in the wind, contemplation usually sets in. If only life could be this peaceful all the time. As our family prepares for the holidays, often caught up in the frantic pace that threatens to overtake us, we'll take time out and seek the quietness that nature has to offer.

The delightful *Little Book of Christmas Joys* by Jackson and Rosemary Brown also offers some wonderful suggestions to help us prepare for and enjoy Christmas. Here are a few of my favorites:

- Take a basket of Christmas goodies to a grumpy neighbor.
- Be nice to sales personnel. They're often wearier than you are.
- Don't schedule yourself too tightly during the holidays. Ask yourself, 'can this wait until after Christmas?'
- Spread peanut butter on pine cones, roll them in bird seed and hang them on a tree near your kitchen window for your feathered friends.
- Tie jingle bells on your kids shoelaces.
- Don't wait until Christmas Eve to wrap gifts, wrap them as you purchase them.

Simple acts make holidays happier

- Enjoy a couple of meals illuminated only by the Christmas tree.
- Remember the three rules for reducing holiday hassles:
 - 1) Plan ahead.
 - 2) Begin early.
 - 3) Keep it simple.
- Remember that the best solution for holiday blues is to do something special for someone else.
- Wear a colorful Christmas tie to holiday parties.



- Wear outrageous Christmas socks.
- Watch *It's A Wonderful Life*.
- Record a Christmas greeting for your answering machine.
- Make snow angels.
- Unplug the Christmas lights before going to bed or leaving your house.
- Be creative with gift wrapping. Use old maps, the funny papers, posters, the yellow pages.
- As hectic as the holidays are, try to keep up with your regular fitness schedule.
- Record your young child singing carols on a cassette tape and send it to grandparents who live far away.
- Stop and help someone who's stuck in the snow.
- Use decorative shopping bags filled with colorful tissue (they're recyclable) instead of wrapping packages.
- Instead of giving gifts at the office, take up a collection to give to a local charity.
- If you hide gifts, write down what you have hidden and where.
- Feed someone's expired parking meter.
- Everyone loves a teddy bear. Give at least one every Christmas.

- Take time to remember that the greatest gift is a home filled with people you love.

Happy Holidays everyone! And let's fill Edgar Burton's green boxes full to overflowing in this year's annual food drive.

(Quotations are taken from *The Little Book of Christmas Joys* by H. Jackson Brown, Jr., Rosemary Brown and Kathy Peel and distributed by H.B. Finn Company, Bolton, Ontario.)

In Memoriam

Name	Date of Birth	Date of Death	Years of Service	Name	Date of Birth	Date of Death	Years of Service
Raymond Allison	04-26-32	11-18-97	34.7	Lauri Maki	11-01-24	11-21-97	40.5
Leo Bertrand	05-13-11	11-10-97	23.3	Daniel McCool	10-06-12	11-04-97	29
Clifford Boomhower	05-07-20	11-22-97	29	William McGowan	05-14-12	11-20-97	38.3
Leo Clement	04-12-16	11-08-97	39	Milos Milosevic	05-15-24	11-24-97	37
Roger Dion	11-19-19	11-03-97	38	Arden Nelson	03-19-25	11-23-97	21
Leon Dyko	01-26-14	11-13-97	22.5	John Piche	05-19-40	11-18-97	31
James Fairbairn	10-29-20	11-14-97	41	Roger Poirier	07-08-28	11-16-97	35
Hector Giroux	04-19-19	11-24-97	28.5	William Regimbal	10-26-20	11-05-97	33
Joseph Gogan	12-10-37	11-13-97	32.8	Arthur Serant	04-19-14	11-09-97	28.3
Knud Hansen	07-24-24	11-21-97	34	Lloyd Spry	02-03-13	11-09-97	29.3
Roderick Hill	12-11-09	11-14-97	32.5	Carlyle Storie	08-09-07	11-15-97	32.3
Leandre Lalonde	11-09-28	11-19-97	39	Gerald Thomson	09-08-27	11-12-97	34
William Lang	07-16-18	11-16-97	28.5	Elmer Veal	02-22-22	11-26-97	15
George Louttamaki	04-22-03	11-01-97	32.2	Michael Yawney	04-06-14	11-01-97	37

Mother acts to understand son's disease

Ryan Latendre leads a life in indicative of most six-year-olds.

He likes school, wants to play hockey and has a Nintendo game in his room.

Ryan has a happy disposition, like most children his age. On the exterior, he appears a healthy, happy child — but a rare disease has inflicted his small frame, a condition that may never permit normalcy.

"He looks like a normal child," says mother Diana TerBraak, continuous improvement project assistant at Mines Research, holding up a 5x7 photograph framed in glass and neatly placed on the corner of her desk. "My son looks like a normal child, he doesn't look sick."

Ryan was 18 months old when his mother noticed a small bump on her son's head. The bump persisted and Ryan was taken to the Toronto Sick Children's Hospital and diagnosed with a rare disease called histiocytosis. When Diana initially learned of her son's rare disease, she was uncertain of its implications. Four years later, much uncertainty still surrounds the disease — what are its initial causes and most effective cure? Because histiocytosis is so rare — 5.4 cases per one million children are diagnosed annually — research funds are minimal, almost non-existent.

"There is no money for this disease," she said. "For leukemia there is a lot of money and it has a high success rate. Because histiocytosis is so rare

there is no real treatment for it and there's no known reason for why it's happening."

With the objective of learning more about the rare disease and creating awareness, Diana is organizing a benefit dance to raise money for histiocytosis research. The dance is scheduled for February at the Steel Hall. She is hoping her co-workers and friends will attend the dance and support her fundraising mission.

"I'm hoping to raise money for research. With a company like Inco, I have a lot of avenues open to me. I've worked here a long time and there are people who knew my son was sick, but don't know how he is doing now. I think this is an excellent network."

Following Ryan's diagnosis, Diana began an aggressive search through countless medical books to learn more about this orphan disease. The word histiocytosis did not appear in the majority of medical books and when it did the definition was extremely brief. Although the cause and best treatment remain unknown, scientists do know that patients affected with the disease have too many histiocytes, a form of white blood cell growing in their bodies. These cells widely multiply and can attack any part of the body, including bones, spleen, liver, lungs, skin and lymph nodes.

The disease is similar to cancer, Diana explained, and historically has been treated by oncologists with radiation and chemotherapy. Unlike cancer, remission can occur without treatment. Diana explained there are three levels of severity. The first level occurs when the disease attacks one system such



Diana TerBraak is hosting a February dance at the Steel Hall to raise money for research into a rare disease that has afflicted her six-year-old son Ryan. Funds raised from the dance will be donated to histiocytosis research in Canada.

as bones or skin. In the second level the disease becomes multi-focal, affecting more than one system. In the third and greatest level of severity the disease attacks the organs, the final and often fatal stage.

Diana remains hopeful her son will conquer the disease that has returned six times. The first incident occurred in September 1993 with a small bump on Ryan's head. Doctors surgically removed a bump the size of a loonie. The doctors failed to detect the disease on his chin, which surfaced in February 1994.

"Because the disease is so rare it is difficult to identify it. The body over-produces a white cell; it clones itself. There are too many and they attach themselves to the bone, turning it to mush." At two years old, a protective helmet had become

part of Ryan's everyday gear for close to a year.

A few months after the helmet was put back on the shelf, the histiocytosis resurfaced, this time in the clavicle bone. Eight months of chemotherapy followed. "It was almost a relief when he was on chemotherapy because at least there was no pain. I was afraid the disease would return

again once the treatment stopped."

In February 1995, Diana's fears were confirmed. The disease had attached itself to one of Ryan's ribs. "Chemotherapy was administered again, this time through injection."

Close to a year had passed in March 1997 when the disease resurfaced in Ryan's pituitary gland inducing diabetes

insipidus, affecting the central nervous system and bladder control. And in late October 1997, Ryan would undergo additional surgery on his jaw.

"Six times it has come back. The last time it took three weeks to confirm. How to treat it and how bad it is we just don't know. We don't know if it goes away. It's so difficult to detect."

Diana is hoping the February dance will lead to some crucial answers to her many questions through donations towards research in Canada. She points out she has already received crucial support from businesses and organizations in the community. For ticket information, contact Diana at 682-5448.

Ryan's Prayer

(composed by Ryan's father Brian Latendre)

Dear God I'm asking for your cooperation,
Cause I have to go for an operation.
I'm asking please if you could,
Let me grow up like I should.

BRIEFS

Moderation at Christmas

The Christmas season is probably the hardest time to either start or maintain a healthy diet.

Overeating, or eating poorly, is just too easy to do with home baked goods and many different chocolate desserts around.

But a little moderation can go a long way in helping you prevent gaining too much weight or ruining a low-fat diet you may have started.

The Sudbury/Manitoulin Chapter of the Heart and Stroke Foundation offers these tips on cutting back on fatty foods anytime of year, including Christmas:

- Use very little butter, margarine or vegetable oil with your meals;
- Use skim or one-per-cent milk only, choose cottage cheese, yogurt containing two per cent or less butter fat;
- Choose sherbet or frozen yogurt instead of ice cream;
- Eat small servings of meat (90 grams, about the size of a deck of cards);
- Cut away extra fat on meat before cooking and use low-fat cooking methods such as baking, broiling or braising;
- Avoid high-fat baked goods, but don't refrain from eating any desserts — you don't want to be miserable. Just eat desserts in moderation, one shortbread cookie instead of three.

By following these tips your New Year's resolution needn't be a new diet.

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