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WILMINGTON DELAWARE 19898

CHEMICALS AND PIGMENTS DEPARTMENT
JACKSON LABORATORY

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PERSONAL & CONFIDENTIAL

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COLORED PIGMENTS R&D - MTE CONSOLIDATION

Manufacturing Technical costs charged to Colored Pigments can be reduced by consolidating current plant technical organizations at Newark and Newport to one group at each location under a Sr Supervisor reporting directly to the Research Manager responsible for Colored Pigments. Accomplishing this consolidation without a detrimental effect on the level of technical support to Manufacturing will require a stepwise consolidation over the next two years, coupled with an aggressive personnel policy that will upgrade the quality of technical people in those groups.

Consolidation can be accomplished as follows

- 1) Transfer J N Birmingham (Newark) and consolidate all technical activity under R E Peavy. To decrease workload, transfer Project Engineering to Grasselli.
- 2) Transfer G L Taylor (Newport) and consolidate technical activity under W M Williams. Decrease workload by transferring Project Engineering function back to Newport Production.
- 3) Transfer D Gray (Newark) and consolidate both Newark/Newport technical groups under S A Dombchik.
- 4) Transfer S A Dombchik and have Sr Supervisors (Newark/Newport) report directly to Research Manager, Colored Pigments.

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A stepwise approach to consolidation is important. We've taken the first step and are transferring Birmingham. Taylor's move should not happen before 3Q-'81 because both ESD engineers in his group will be replaced in early 1981, requiring his talents to train replacements. Technical Superintendents will be required in the early phases of each consolidation to absorb some of the administrative burdens of the remaining Sr Supervisor.

Technical Superintendent consolidation should occur within the Colored Pigments R&D organization to maintain effective communications between sites and to insure effective transfer of new product technology from Jackson Lab to the plant sites. Consolidating the Newark technical group with Grasselli would mean crossing organizational lines to solve problems that may involve Newark, Newport and Jackson Lab. It's definitely easier, in my opinion, to resolve conflicts within an organization than it is to resolve them between organizations.

Personnel Planning will be important if this consolidation is to work. If Sr Supervisors are to assume some duties now carried out by Tech Superintendents, they need a technical group that requires less than normal supervisory attention. Currently, our plant R&D groups are predominantly staffed with older (>50 yrs) G and S level performers. We need to turn this around through selective transfer of people to open slots for recruitment or transfer of younger, high potential chemists and engineers. With the right people, we can probably reduce the size of each plant group to 7-8 people (excluding project engineers and control lab supervision). We are actively pursuing movement of our older chemists and engineers at both plant sites. Candidates for transfer are

R D Nelson	V/l Newark
W E Miller	V/O Newport
L Kilmurry	G/l Newport

Retirements expected within the next two years are

E A Stefancsik	G/O Newark	- 12/81
R L Sweet	S/O Newark	- 12/81(?)

If we successfully replace these people, we may be able to meet our goal of one support group at each plant site by the end of 1982.



P A WRIEDE

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