



Interoffice Communication

To R. E. Lehmkuhl

CONFIDENTIAL

From G. G. Draper

Date January 28, 1977

Subject ABERDEEN PLANT GOALS - 1976

Attached are the Aberdeen Plant's actual goals for the year 1976.
If you have any questions, please advise.


G. G. Draper

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Attachment

C: Department Heads

A. QUANTITATIVE GOALS

	Results 1975	Objectives 1976	Actual Results 1976
<u>Safety</u>			
1. Have no additional lost-time injuries.	2	1	Goal achieved. The plant has operated 373 days without a lost-time injury.
2. Reduce medical cases by 40%.	30	18	15
3. Institute a Plant Safety and Health Manual Program.	None	5/1/76	Manuals have been issued to all plant supervisors. To date, the Safety and Health Policy and twelve supporting procedures have been published for inclusion in the manual.
4. Complete OSHA Compliance Action Plan Review.	6/1/76	6/1/76	Review completed.
5. Complete fire training ground and establish a "hands on" fire fighting training program. Program to cover all operations personnel.	None	10/1/76	Fire training facility was completed in July, 1976. Phase I (Classroom) of this program was completed in December, 1976. Field exercises are scheduled to start 2nd Qtr. 1977.
6. Establish a first aid training program to provide emergency care training to all operations personnel.	Partial	8/1/76	Two first aid training sessions were conducted during 1976 for all plant personnel. The first during March and April and the second during November. The Lead Lab Technicians had a special, intensified first aid refresher training course during February.

A. QUANTITATIVE GOALS

	Results 1975	Objectives 1976	Actual Results 1976
<u>Safety (Cont.)</u>			
7. Establish plant-wide safety suggestion program.	None	4/1/76	The Employee Safety Action Request (ESAR) program was established in April. The program processed 68 ESAR's during 1976.
8. Establish a "Safety Certification" program for operations personnel.	None	6/1/76	Program was delayed due to personnel changes. Currently scheduled for 1st Qtr. 1977.
<u>Production</u>			
1. Establish a stream factor improvement program for vinyl reactor department. Program goal to achieve 95% stream factor by 12/1/76.	90.6 (last 4 months)	95%	Program was defined by 8/13/76 and the portion requiring minimal expenditures implemented in 1976. The stream factor for the 4th Qtr. 1976 averaged 94.3%.
2. Produce 155 MM pounds of vinyl resin. (Could depend on market conditions).	118 MM	155 MM	178 MM lbs.
<u>Cost Control</u>			
1. Operate within fixed cost budget for maintenance materials, contract cost, salary payroll, operating supplies and unclassified.	\$3,293.5 M	\$3,067.3 M	\$2,995.4 M

A. QUANTITATIVE GOALS

	Results 1975	Objectives 1976	Actual Results 1976
<u>Cost Control (Cont.)</u>			
2. Operate at or below budgeted VCM usage per pound of PVC.	1.0425	1.0256	1.0139
3. Reduce raw material inventory levels.	\$1,250.7 M	\$ 925 M	\$ 927.6 M
<u>Personnel</u>			
1. Reduce average overtime rate by 15%.	12.8% (last 6 months)	10.8%	The average overtime rate for 1976 was 12.0%. The overtime rate was adversely affected by the requirement to bag Oklahoma City resin.
2. Reduce average absentee rate by 10%.	2.6%	2.3%	The average absenteeism rate for 1976 was 2.7%. A formal absenteeism policy was developed in the 4th Qtr. 1976 and is scheduled for implementation on 2/1/77.
3. Meet Affirmative Action Plan goals for 1976.		12/31/76	As a result of manpower reductions, there were few opportunities for meeting Affirmative Action goals. One female employee was promoted to the Buyer position which had historically been filled by a male.
4. Eliminate temporary and contract salaried personnel and replace with permanent personnel as required. (Exception: Maintenance Engineer).	6	12/31/76	All salaried employees on loan from Ponca City have been replaced by permanent employees with the exception of the maintenance engineer who will complete his CED training program in March, 1977. Two contract personnel have been retained for Capital AFE projects.

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<u>Personnel (Cont.)</u>																											
5. Establish a long range maintenance employee training program.	None	6/1/76	The following mechanical training programs were conducted in 1976: <table><tr><td></td><td><u>Duration</u></td><td><u>Mech.&Supv.</u></td></tr><tr><td>a. Welding School</td><td>3 wks.</td><td>3</td></tr><tr><td>b. Pipefitters School</td><td>2 wks.</td><td>15</td></tr><tr><td>c. Rotating Equip. School</td><td>8 days</td><td>40</td></tr><tr><td>d. Inst. School</td><td>3 days</td><td>5</td></tr><tr><td>e. Electronics School</td><td>4hrs./wk.</td><td>7</td></tr><tr><td colspan="3">(started 10/12 & continuing)</td></tr><tr><td>f. Planning & Sched. School</td><td>8 days</td><td>8</td></tr></table> A long range program detailing needs as well as approach will be developed in 1st Qtr. 1977.		<u>Duration</u>	<u>Mech.&Supv.</u>	a. Welding School	3 wks.	3	b. Pipefitters School	2 wks.	15	c. Rotating Equip. School	8 days	40	d. Inst. School	3 days	5	e. Electronics School	4hrs./wk.	7	(started 10/12 & continuing)			f. Planning & Sched. School	8 days	8
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<u>Labor Relations</u>																											
1. Reduce grievance activity level by 50%. (Except for dicipline).	39	20	23																								
<u>Energy Conservation</u>																											
1. Fully implement the energy conserva- tion program by April 1, 1976.	Partial	4/1/76	Program was implemented on schedule with the exception of the formal "employee awareness program". This program will be included as part of the 1977 goals.																								
2. Reduce energy consumption by an aver- age of 10% on a BTU/pound of product basis. (OSHA and EPA additional needs expected).	2625	2350	2189																								

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A. QUANTITATIVE GOALS

	Results 1975	Objectives 1976	Actual Results 1976
<u>Pollution Abatement</u>			
1. Obtain a particulate emissions permit.	None	9/1/76	Operating permit was granted on 6/16/76.
2. Complete process design work on EPA-VCM projects by 11/1/76. AFE pro-projects by 12/1/76.	Preliminary	11/1/76 12/1/76	All VCM/EPA projects, with the exception of the incinerator, were designed and AFE's by 11/24/77. The incineration project was deferred to 1977 since the final EPA standard was not published until 10/21/76.
<u>Chemical Exposure</u>			
1. Complete de-regulation as follows: A. All areas except large reactors, laboratory and VCM unloading.	All Plant Areas	4/1/76	All areas of the plant with the exception of the large reactor area and VCM unloading were deregulated on 4/1/76.
2. Complete survey of chemical exposure levels by 10/1/76.	-	10/1/76	Progress in this area was affected by personnel changes. Program was reevaluated in Dec., 1976 and a revised schedule developed.
<u>VCM Residuals</u>			
1. Reduce VCM shipment residual levels to 10 ppm maximum on all but 5305 product.	50 ppm	10 ppm 4/1/76	The average for 707 shipments samples from 4/1/76 to 1/1/77 was 1.12 ppm. This is excluding 5305 resin.
2. Reduce VCM residual levels to 1.0 ppm maximum on all but 5305 product.	-	8/1/76	Same as above.
<u>Quality</u>			
1. Reduce number of quality complaints by 30%.	35	25	A total of 45 quality complaints were filed in 1976. Of these, 14 were found to be not justified after investigation.

A. QUANTITATIVE GOALS			
	Results 1975	Objectives 1976	Actual Results 1976
<u>Quality (Cont.)</u>			
2. Reduce "H" grade resin production.	1.93%	1.50%	0.70%
<u>General</u>			
1. Complete writing of AFE's on all active 1976 Capital Budget projects by 12/1/76.	12/29/75	12/1/76	All projects were AFE'd by 11/24/76.

B. STRETCH GOALS

	Results 1975	Objectives 1976	Actual Results 1976
<u>Safety</u>			
1. Reduce medical cases by 50%.	30	15	15
<u>Production</u>			
1. Produce 165 MM pounds of vinyl resin.	118 MM	165 MM	178 MM lbs.
<u>Labor Relations</u>			
1. Negotiate a favorable contract without a work stoppage by hourly personnel.			A new 2 year Labor Contract was successfully negotiated on 3/20/77 ² without a work stoppage. 76.
<u>Energy Conservation</u>			
1. Reduce energy consumption by 15% on a BTU/lb. basis except for additional OSHA-EPA requirements.	2,625	2,230	2,189 BTU/lb.
<u>Chemical Exposure</u>			
1. Complete de-regulation plans by 8/1/76.			All areas of the plant were de-regulated on 4/1/76 with the exception of the large reactor area and the VCM unloading rack. Several exposure abatement projects were identified and AFE'd for these two areas in 1976.
<u>VCM Residuals</u>			
1. Achieve ≤ 1.0 ppm level by 5/1/76.		5/1/76	Average for 707 shipment samples from 4/1/76 to 1/1/77 excluding 5305 resin was 1.12 ppm.

C. SPECIAL PROJECTS TO BE ACCOMPLISHED DURING YEAR (NON-QUANTITATIVE)

RESULTS ACHIEVED

Safety

1. Improve employees and supervisors safety awareness.

Progress was made in this area with the institution of the "Employee Safety Suggestion Program" and enrolling of all supervisors in the National Safety Council's Supervisors Safety Home study course. To date 31 supervisors have completed the home study course.

2. Upgrade quality of monthly safety meetings.

Some progress made in this area. However, there is still a lot of room for improvement.

Cost Control

1. Establish an improved cost review program.
2. Prepare 1977 fixed cost budget on a "ordinary and extraordinary" item basis.

Minimum progress made in this area due to higher priority work. re-evaluated for inclusion in 1977 goals.

1977 Budget was prepared on "ordinary and extraordinary" basis.

Chemical Exposure

1. Reduce VCM exposure levels so that area use of gas masks is unnecessary.

After de-regulation of the plant in April, 1976, ^{Am}gas masks have only been required for specific jobs, i.e., hooking up and disconnecting railcars, changing VCM filters, etc. Area use of gas masks are only required in an emergency.

Personnel

1. Conduct general supervisor training meetings to upgrade quality of supervisory personnel.

Supervisors training meetings were held on a monthly basis in 1976. The meetings lasted approximately 2 1/2 hours each and covered such topics as safety, labor contract, EEO, plant accounting systems, etc.

C. SPECIAL PROJECTS TO BE ACCOMPLISHED DURING YEAR (NON-QUANTITATIVE)

RESULTS ACHIEVED

Personnel (Cont.)

2. Complete re-organization plans on functional lines.

The Yard and Order Entry functions were placed respectively under the Operations and Administrative Services Departments. This move eliminated one supervisory position.

The Mechanical Engineering function was placed under the Plant Superintendent. This function had previously reported to the Plant Manager.

The Administrative Services Department was reorganized to eliminate the Plant Controller position.

General

1. Upgrade plant facilities in area of stores, shops and laboratory.

An AFE was submitted and approved in 1976 for relocation of the stores warehouse. This project is scheduled for completion in 1st Qtr. 1977. The area vacated by the stores warehouse will then be revised for use as Instrument/Electrical shop. Plans for upgrading the Laboratory were finalized in 1976. An expense AFE for this project will be submitted in 1st Qtr. 1977.

2. Upgrade housekeeping standards.

Good progress was made in housekeeping standards in 1976.

3. Improve scheduling of design and installation of capital projects and improve quality of Capital Budget.

A detailed schedule for all 1977 Capital Budget work was completed in 1976. This schedule outlines timing of project from the process design stage through construction. This schedule was utilized in obtaining CED's commitment for engineering support in 1977.

Labor Relations

1. Negotiate a favorable labor agreement
No production penalty to be sustained
in the event of a work stoppage.

A favorable labor agreement was negotiated without a work stoppage on 3/20/76.