

Monsanto

FROM ANNISTON, ALABAMA

cc: D. B. Hosmer - G. O.
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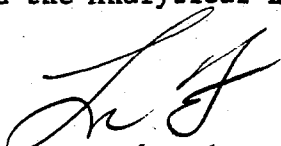
DATE February 19, 1965

SUBJECT 1965 OBJECTIVES - TECHNICAL SERVICES
AND ANALYTICAL LABORATORY

REFERENCE

TO	J. H. Aldridge	G. L. Arnett
	A. J. Koenig	Gene Brown
	A. E. Leisy	O. E. Dolin
	J. R. McClain	G. E. Jones
	R. G. Moody	S. O. Kemp
	H. L. Phillips	N. K. Madison
	P. H. Sturman	Jerry McGaha
	W. F. Taffee	Gladys Morris
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	L. L. Faulkner	Don Turner
	G. C. Goodwin	M. E. Twigg
	V. R. Haupt	J. J. Wooster
	R. A. Haydel	E. G. Wright
	W. B. Dunlap	D. G. Yates
	K. R. Denman	
	J. C. Price	
	R. H. Taylor	
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Attached are the 1965 objectives for the Technical
Services Department and the Analytical Laboratory.


L. C. Fuhrmeister

/kd

Attach.

DSW 551664

STLCOPCB4090081

ANNISTON PLANT

TECHNICAL SERVICES DEPARTMENT

1965 OBJECTIVES

I. Safe manufacture of quality chemicals at minimum long range cost.

A. Safety

1. Maintain major accident frequency of 0.00 (Department)
2. Attain minor injury rate of 2.50 or less. (Laboratory & TSD)
3. Conduct monthly safety meetings (except months of Plant Wide Programs) by TSD members. (Department)
 - a) Train all personnel in use of Emerson Resuscitator.
 - b) Train all personnel in use of Scott Air Pak.
4. Engineering to upgrade plant safety.
 - a) Separate city water from cooling water in:
 - 1) Biphenyl - Aroclor
 - 2) Chlorine
 - 3) Niran (Price - 12-31-65)
 - b) Complete program to upgrade high temperature systems in Biphenyl and Aroclor. (Haupt - 7/1/65)
 - c) Investigate protective devices for liquefied gas storage tanks in plant and take necessary action. (Price 4-1-65)
5. Write two newspaper articles pertaining to safety. (Department 12/65)

B. Quality

1. Develop "in-process" charts for all departments. (Dunlap - Ch.E.-1/66)
2. Develop a way of measuring savings and benefits from quality control program. (Dunlap - 9/65)

B. Quality - continued

3. Perfect quality audit form and make an audit of Methyl Parathion. (Dunlap - 11/65)
4. Simplify scoring and reporting procedures. (Dunlap - 7/65)
5. Make new PNP batch sheets as combined chart-log form. (Dunlap-Taffee-Voss 4/1)
6. Establish a complete quality monitoring system in one department - process control charts incorporated into batch data sheets, with adaptive control adjustments if feasible - a procedure for evaluating status of in-process control. (Dunlap - 1/66)

C. Cost Improvement

1. Attain specific cost improvements of at least \$206,000 as detailed in the 1965 Cost Improvement Program. (Department 1/66)
2. Emphasize cost improvements by posting charts for each product showing target and actual performance. (Engineers)

D. Process Improvements

1. Maintain technical effort on process improvements of 45%. (Fuhrmeister - ChE)
- 2/ Develop process improvement plans for:

Biphenyl	(Haupt 4-1)
Aroclor	(Haupt 8-1)
Chlorine	(Faulkner 4-1)

II. Employ and train manpower for growth of plant and to effect manufacturing cost improvement.

A. Personnel

1. Hire personnel to fill manning chart. (Fuhrmeister - 8/1)

A. Personnel - continued

2. Develop training program to fulfill department needs. Program to include training seminars, educational trips, participation in plant economics course. (Fuhrmeister - 3/1)
3. TSD personnel to develop personal objectives for self-improvement and job objectives. To be reviewed quarterly. (Fuhrmeister - 12/65)
4. Establish job specifications for each job. (Fuhrmeister - 12/65)
5. Revise job description for Chemical Engineer to establish separate description for B - D and Senior level engineers. (Fuhrmeister - ChE's - 8/1)

B. Function

1. Complete and issue TSD Guidelines. (Fuhrmeister - Engineers)
2. Discuss TSD function with manufacturing groups. (Fuhrmeister - 7/1)
3. Relocate department to improved facilities and/or develop plan to upgrade existing facility. (Fuhrmeister)
4. Develop three ideas to improve effectiveness of TSD. (Department)

ANNISTON PLANT
ANALYTICAL LABORATORY
1965 OBJECTIVES

A. Safety

1. Reduce minor injuries to frequency of 2.50. Maintain serious injuries frequency of 0.00. (Department)
2. Eight of monthly safety meetings conducted by an Analyst or Technician with an average attendance of 85% or better of total lab personnel. (Dolin)

B. Personnel

1. Establish job specifications for all laboratory employees. (Dolin - 7/1)
2. Hold four training meetings for laboratory personnel during year. One meeting to feature guest speaker from Chemistry Department of Jacksonville State College. (Dolin - quarterly)
3. Add one experienced Chemist for method development. (Supt.-Dolin-Pers. 8/1)
4. Develop a training program for department. Program to include visits to other Monsanto locations and technical meetings by Analysts and Chemists. Chief Chemist to attend one technical meeting and one managerial training course. Consideration will be given to attitude surveys and implementing personal objectives. (Dolin - 3/1)

C. Facilities

1. Develop long range program to improve laboratory facilities. Program will include a new building or additional area in present building. (Supt. and Dolin - 9/1)

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D. Function

1. A minimum of three significant new analytical procedures will be developed and used routinely. (Niran and MEP assay by GLC, Liquid Aroclor isomer distribution, purity of thio acid by GLC. (Dolin 12-31-65)
2. Twenty percent of current analytical procedures will be reviewed and upgraded as indicated. (Dolin-Technicians 12-31-65)
3. There will be no delay in scheduled start-ups due to lack of analytical service. (Dolin)
4. Develop comprehensive five year program to cover future needs of department and maintain technical competency. (Supt. and Dolin - 12-1-65)

E. Cost Improvement and Control

1. Reduce the use and/or cost of two major laboratory supply items, (acids - Helium). (Dolin and Technicians - 12-31-65)
2. Institute or improve procedures to effectively measure and control quantity and quality of laboratory work, supply costs, accuracy of methods developed, and housekeeping. (Dolin - 10-1-65)

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THE ULTIMATE TARGET

1. Eliminate waste product and rework
2. Eliminate customer dissatisfaction
3. Promote sales
4. Assure uniformity and conformity to typical product
5. Accumulate process knowledge
6. Continually promote process and product improvement

We will evaluate progress by checking against these goals.

We need strong methods and procedures.

- DETECTION
- REPORTING
- CORRECTIVE ACTION
- PROMOTION

Quality is made in the operating departments.

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DETECTION

Objectives:

Determine key check points in process.

Monitor observations at these points to provide instant information on shifting control.

Methods:

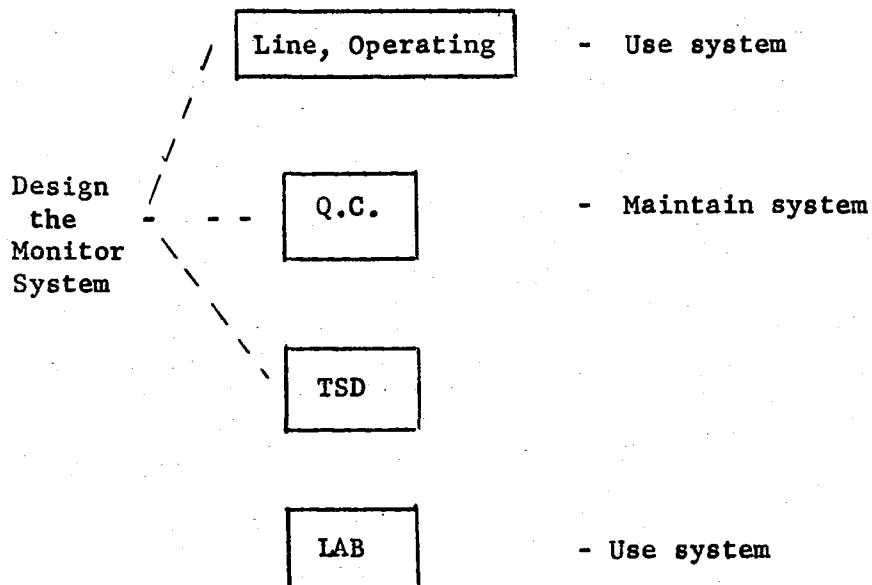
In-process charts with action limits.

Raw material and finished goods charts.

Incorporate in-process charts into batch sheets.

More sophisticated methods.

Responsibilities:



REPORTING

Objectives:

In-process control, Intermediates, product

For operators, an instant status observation

For Management, QC-TSD, the summary

required for surveillance and study

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REPORTING

Objectives: - continued

Raw materials

For operations, prompt warning

For Management, QC-TSD, a summary

Overall plant status summarized

Monthly review by QC Board

QC-TSD routine status reports on quality improvement studies.

Methods:

Weekly report on deviations by plant

Weekly report on product, raw material,

Intermediate deviations by lab

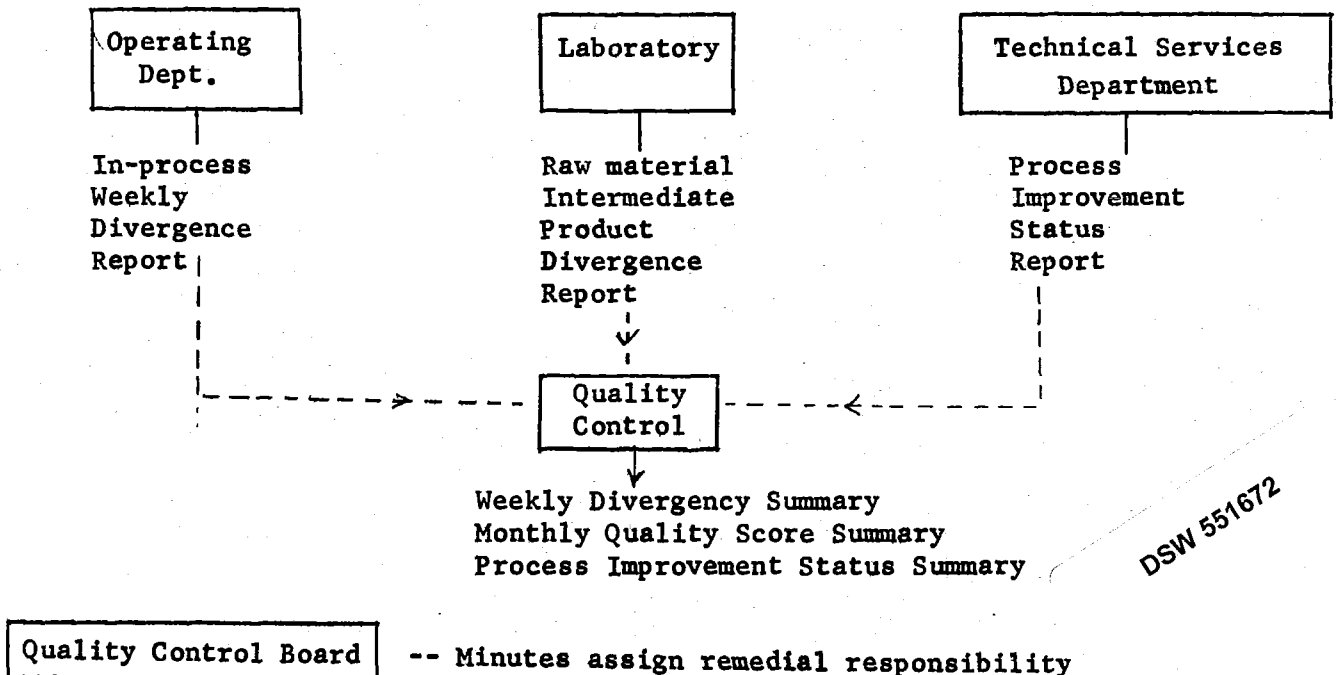
Weekly deviations summary by Q.C.

Biweekly status reports by QC-TSD on quality improvement studies

Monthly on department quality scores by Q.C.

QC Board minutes assign responsibility

Responsibility:



CORRECTIVE ACTION

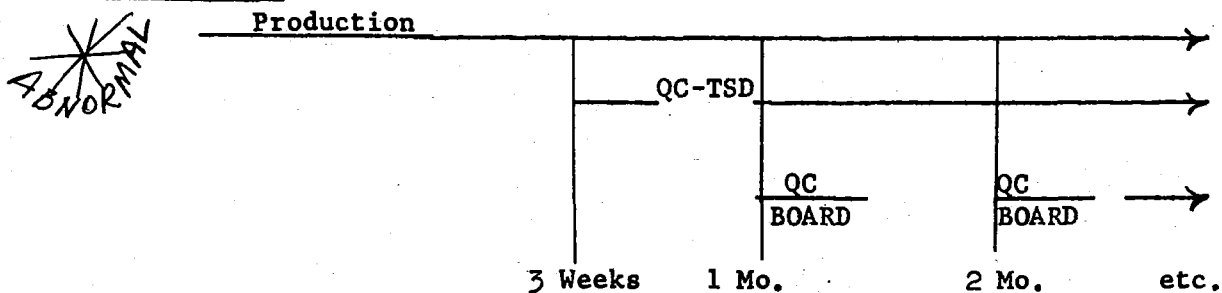
Objectives:

- Prompt remedial action by operators
- Production department efforts to eliminate causes
- QC-TSD assistance comes in automatically
- Quality Control Board assigns responsibility for corrective effort when needed
- Establish procedures for preventing bad quality by eliminating quality "traps"

Methods:

- Good supervision at all levels
- After a check-point has been out 3 weeks, a study is initiated by QC-TSD, given a job number, recommended action brought to the Board, routine reports of status issued until problem disposed of
- Quality Control Board reviews problems, assigns responsibility for action, a report is entered as "unfinished business" in the agenda for that meeting
- Carry out quality audits to locate "traps"

Responsibility:



PROMOTION

Objective:

- Operating people of all levels are involved in continuing and special programs to keep quality demands in mind.

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PROMOTION

Methods:

Special committees bring in new ideas and broaden participation

Overall promotional program is guided by the Quality Control Board

Responsibility:

Organization - Quality Control Board

Technical work and assistance - Q.C.

SPECIFIC TARGET FOR 1965

1. Establish a complete monitor system in Chlorine Plant, with a full reporting procedure.
2. Establish practical in-process charts for all operating departments.
3. Simplify scoring and reporting procedures.
4. Establish automatic QC-TSD study when a checkpoint has been abnormal 3 weeks, with regular progress report on status.
5. Make new PNP department batch sheets as combined chart-log form.
6. Carry out a container weight study to determine need for continuous surveillance.
7. Perfect the Quality Audit form. Make audit of one department.
8. Devise a way of measuring the benefits derived from the plant Quality Control Program.