# ORGANIC PRODUCTION AND MATERIAL HANDLING DEPARTMENTS LONG TERM OBJECTIVES AND 1966 GOALS AND ACTION

December 28, 1965

## LONG TERM OBJECTIVES

A. Establish, maintain, and supervise procedures and policies to insure the safety of personnel and property.

B. Maintain and improve the production, and on-time delivery of uniform quality products within competitive specification.

C. To achieve by direct supervision, planning, and process control, the minimum short range costs.

D. To generate, assist in development, and implementation of process improvements to achieve long term minimum costs.

E. Effectively train and utilize all personnel to effect long term minimum costs, and provide for growth of facilities.

## 1966 GOALS AND ACTION

A. Establish, maintain, and supervise procedures and policies to insure the safety of personnel and property.

1. Operate with no lost time accidents, no near-miss accidents, and achieve a serious injury index of less than 9.0.

2. Complete a minimum of 20 significant safety improvements during the year.

3. Conduct Bi-annual safety audit on all operations and facilities.

4. Safety awareness, and training to be constantly improved by monthly departmental meetings and day-by-day contacts.

5. Safety and Housekeeping inspection to be conducted by superintendent with responsible foreman and/or supervisor. Housekeeping level to be to satisfaction of Plant Manager. Responsibility - Superintendent

B. Maintain and improve the production, and on-time delivery of uniform quality products within competitive specification.

1. Achieve average quality score of 97.0 and R.F.T. Index of 98.0.

2. Achieve a quality complaint index of 2.5 per 100 $\overline{M}$ pounds production, or no more than 4 justifiable complaints.

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3. Achieve a service complaint index of 4.0 per 100 $\overline{M}$ pounds of production, or no more than 8 justifiable complaints.

4. Attain a minimum of 4 significant product quality improvements, and 2 service improvements.

5. Achieve 98% on-time shipments.

C. To achieve by direct supervision, planning, and process control, the minimum short range costs.

1. Generate raw material savings of $133,400 from 1965 practices by obtaining the following yield improvements:

| Material | 1965 Actual | 1966 Target | Targeted Dollar Savings |
|---|---|---|---|
| **Biphenyl Group** | | | |
| Benzene (% of theory) | 99.76 | 99.00 | $12,600* |
| Isopropanol | 0.727 | 0 | 17,600 |
| Acetone | 0.189 | 0.650 | 7,200* |
| Santowax C (S.R.) | 119.0 | 116.5 | 7,400 |
| Raney Nickel | 0.057 | 0.05 | 1,000 |
| Santowax R | 102.5 | 101.5 | 2,800 |
| | | | $ 9,000 |
| **Aroclor Group** | | | |
| Biphenyl (% of theory) | 95.5 | 97.0 | $14,200 |
| HCl Credit (L.A.) | 37.2 | 49.0 | 59,000 |
| Santowax R (% of theory) | 85.5 | 87.0 | 2,300 |
| HCl Credit (S.A.) | 70.4 | 75.5 | 5,400 |
| Limestone | 64.6 | 40.0 | 4,600 |
| Anhydrous HCl | 117.65 | 116.0 | 4,700 |
| | | | $90,200 |

*Targeted Losses



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1966 Goals and Action (Continued)

| Material | 1965 Actual | 1966 Target | Targeted Dollar Savings |
|---|---|---|---|
| PNP Group | | | |
| KCl | 142.44 | 140.00 | $ 11,100 |
| PNCB | 117.37 | 116.5 | 15,500 |
| NaOH | 74.97 | 73.0 | 7,600 |
| | | | $ 34,200 |
| | | | $ 133,400 |

2. Labor utilization (hrs/cwt.) to be improved to achieve the following:

| Product | 1965 Actual | 1966 Target |
|---|---|---|
| Biphenyl | 0,067 | 0.063 |
| Santowax R | 0.09 | 0.085 |
| HB-40 | 0.151 | 0.140 |
| Liquid Aroclors | 0.062 | 0.058 |
| Solid Aroclors | 0.202 | 0.170 |
| Muriatic Acid | 0.034 | 0.031 |
| $Cl_2$ - NaOH | 0.046 | 0.044 |
| KOH | 0.062 | 0.060 |
| PNP | 0.164 | 0.130 |

3. Improve variable direct manufacturing costs other than labor at a rate at least equal to volume increases.

4. Reduce process downtime to less than 1.5% and other downtime to less than 2.0%. Process downtime to be improved by elimination of pluggage, and bottlenecking problems; other downtime to be improved by better scheduling, and development of surge capacity between departments.

5. Actively generate, and assist in the development of specific cost reduction items to achieve savings of $420 M in 1966.

6. Improve material handling costs at least equal to rate of volume increases.



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1966 Goals and Action (Continued)

D. To generate, assist in development, and implementation of process improvements to achieve long term minimum costs.

1. Assist in development of scope, and provide liaison for Warehousing Facilities.

2. Assist in development of scope, and provide liaison for modernization of Aroclor-Biphenyl-HB-40 finished goods handling.

3. Provide production liaison for Biphenyl Still Project, and have start-up plans completed by 11/1/66. Achieve design premises by 1/1/67.

4. Complete start-up of silicon diodes rectifiers in Chlorine Plant, and achieve design premises 45 days of completion of construction.

5. Establish and supervise effective process control of Chlorine facilities by 6/1/66.

6. Evaluate and implement improvements to Aroclor treatment, and filtration facilities. Scope developed by 6/1/66.

7. Audit all reports and records for possible simplification, or elimination by 10/1/66.

8. Develop measurements and controls for "Work to Assist" and "Plant Improvement" costs by 5/1/66.

9. Generate a minimum of 3 significant increases in production capabilities.

10. Actively assist, and provide process control and information on terphenyl recycle research program.

11. Develop program for upgrading of HB-40 facility - Project for dismantling by 2/1/66. Autoclave Project by 4/1/66.

1966 Goals and Action (Continued)

E. Effectively train and utilize all personnel to effect long term minimum costs, and provide for growth of facilities.

1. Complete F.L.I.T. training all personnel by 6/1/66.

2. Continue development of Process Function Outlines. All department PFO's, and operator training to be completed by 1/1/67.

3. Devise next phase in Operator Training Program by 10/1/66.

4. All Operating Instructions, and Standard Manufacturing Processes to be current by 10/1/66.

5. Develop more objective Position Guides for all personnel. Guides to be keyed to objectives, and Position Specification by 3/1/66.

6. Conduct at least 2 Supervisory Training Meetings during the year.

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