

To J. A. DeBernardi
From R. Bryan
Date February 11, 1983
Subject Evaluation of Performance Management Seminar

In this memo, I'd like to give my evaluation of the Performance Management Seminar that I attended Jan. 16-21, 1983. In summary, the seminar was useful, pertinent, and well-presented. I would recommend it highly for attendance by the appropriate personnel. I gained valuable insight into my own position and management style and how my subordinates view that style as compared to their own needs or interests. If fully implemented, the techniques should prove useful in building morale, productivity, etc. in the engineering and lab groups.

Basically, the key information that was presented was:

- 1) 19 management practices that allow a supervisor to effectively manage a group (see attachment for a list)
- 2) Feedback from subordinates on how each practice is being administered in their viewpoint.
- 3) Feedback from subordinates on what they consider the most important practices to be.
- 4) A job analysis which indicates what the goals of a manager's job are and how effective daily activities are in completing those goals.

The seminar centered upon detailed discussions of each management practice with examples, what to look for, benefits, etc. Generally, the seminar was more of a self-exercise with lecture and analyses than it was a group exercise, although there were two or three sessions of role-playing in a group. There was a lot of handout material, including two paperbacks on goal analysis and management by objectives. There was one film on goal setting.

Also attached is a summary of the information presented and the desired goals.

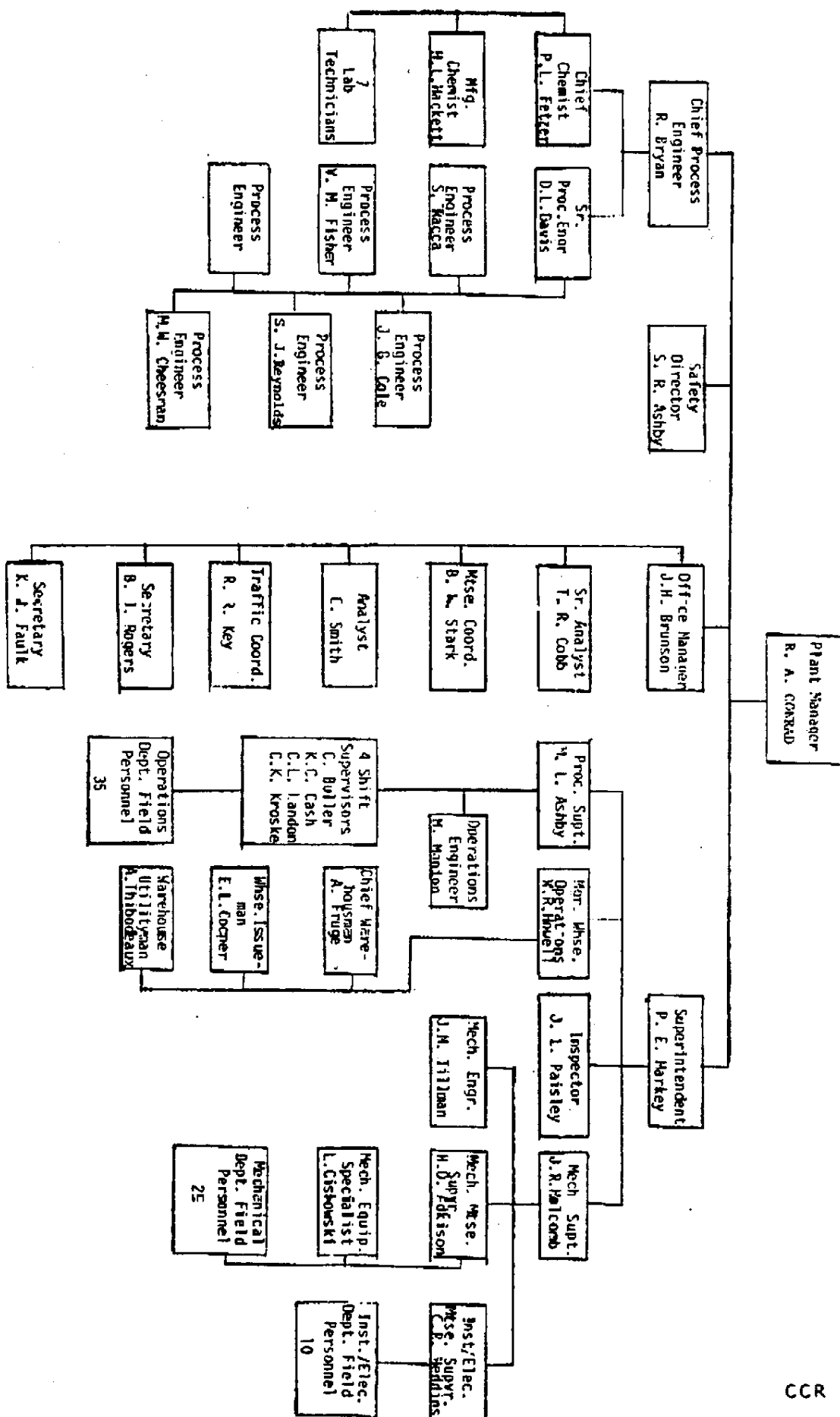


Ron Bryan
Chief Process Engineer

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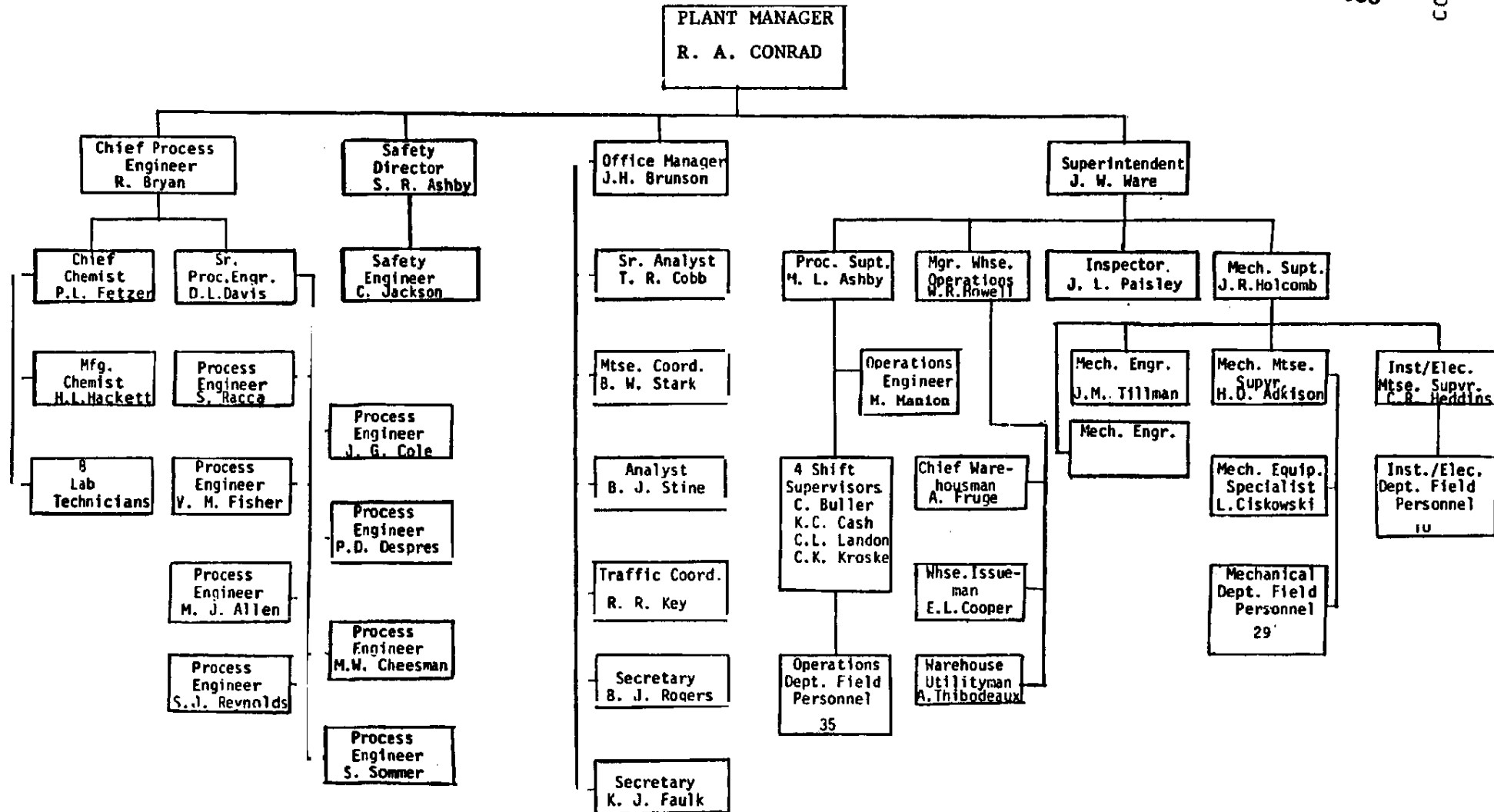
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Donald L. Norwood

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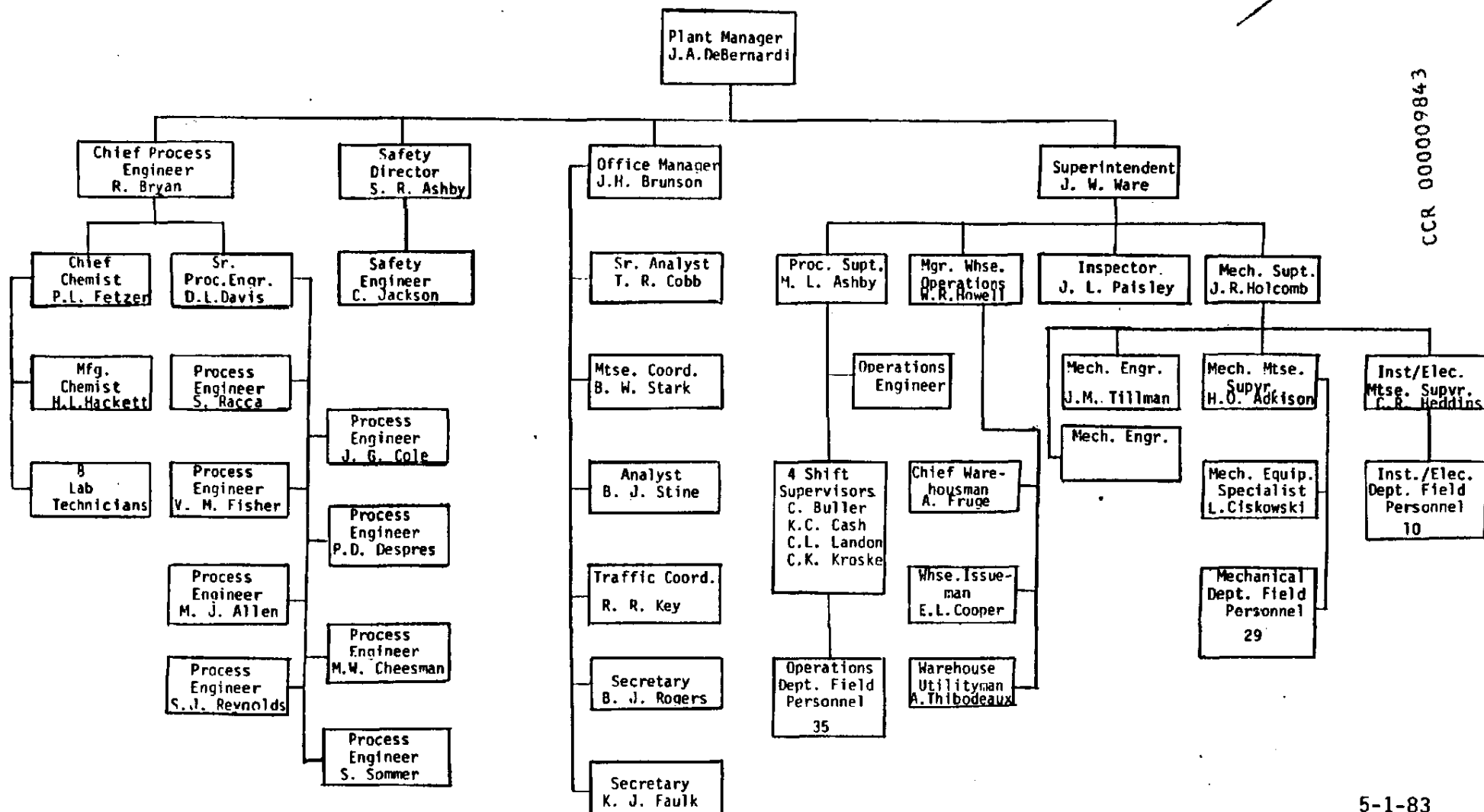
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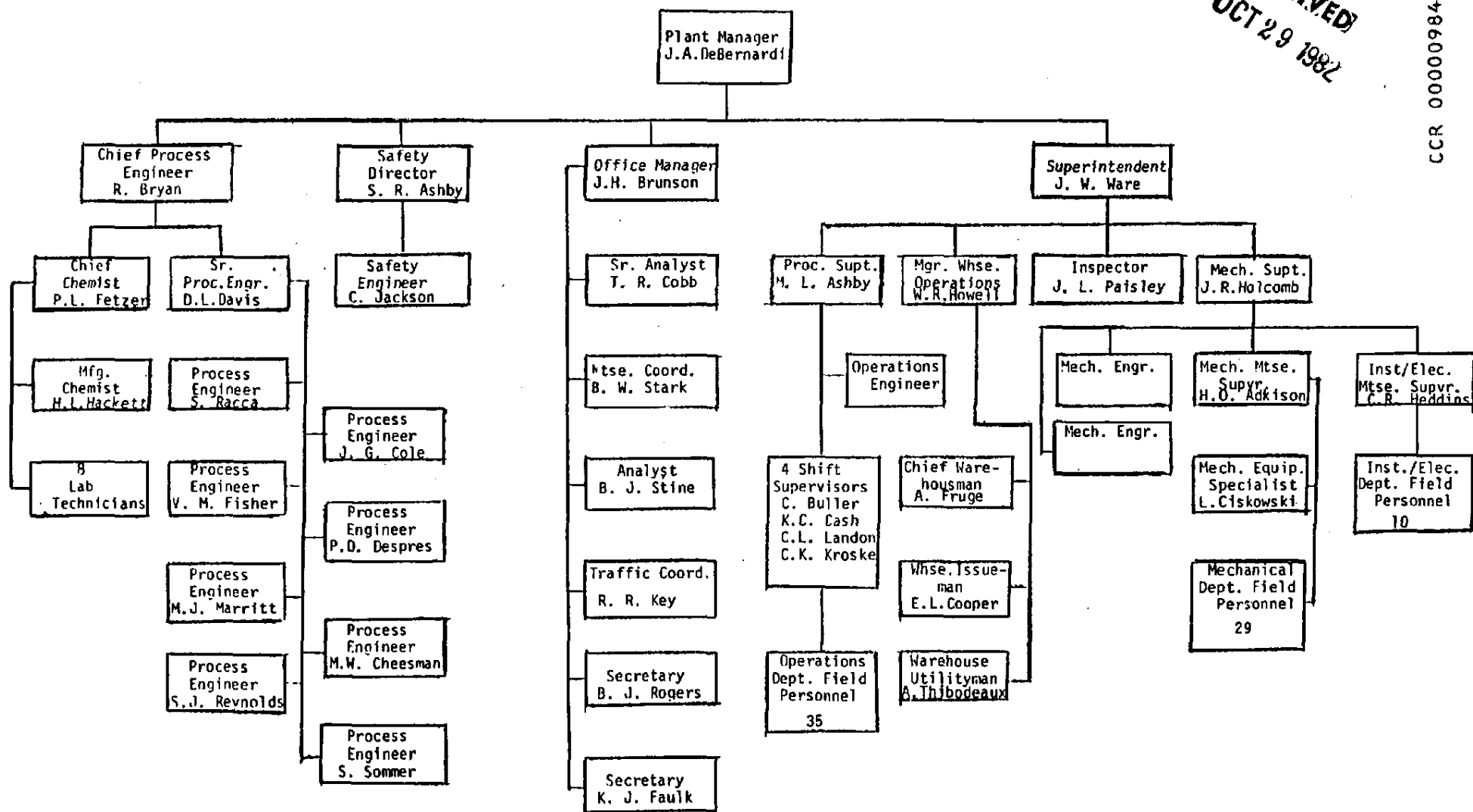
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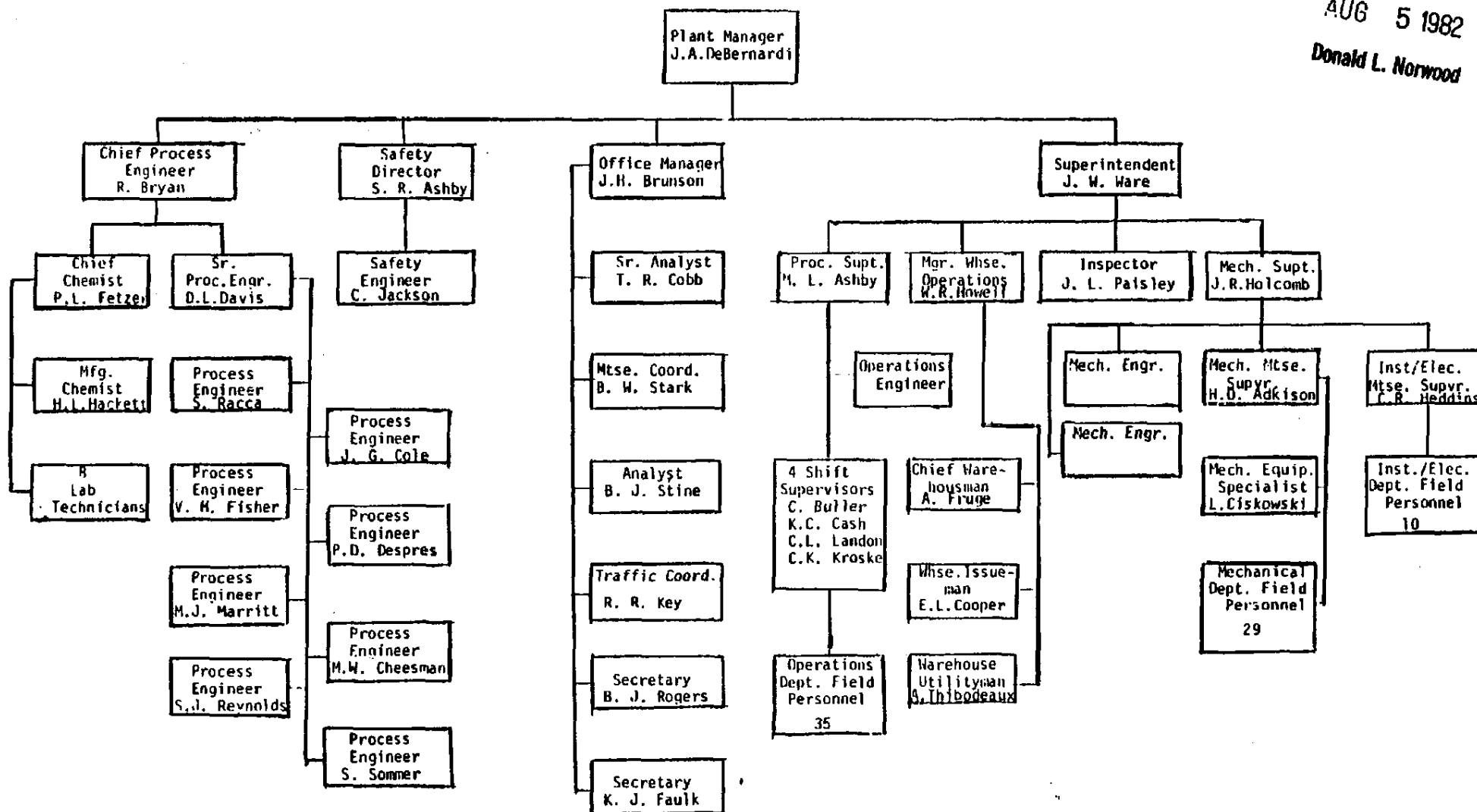
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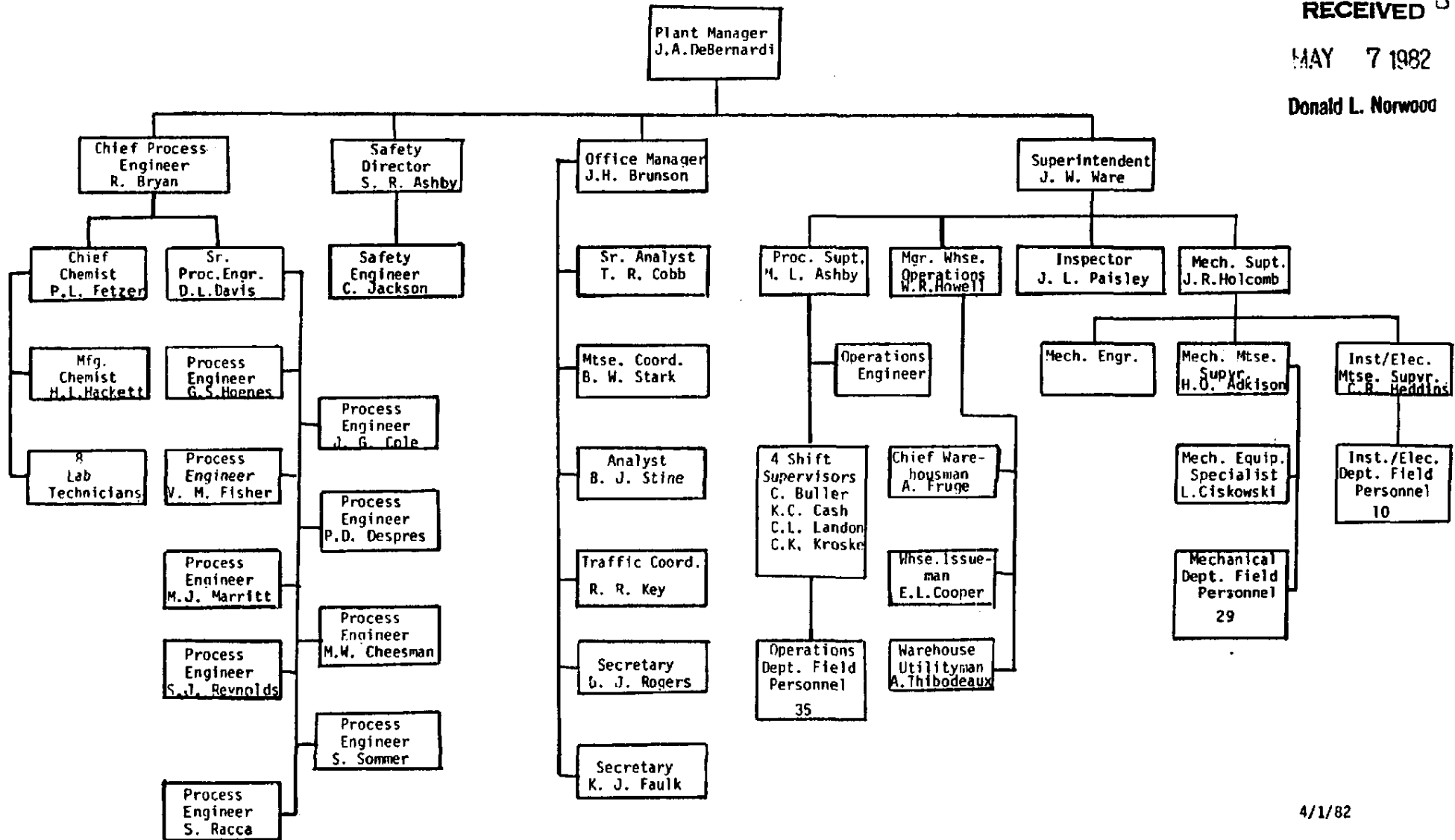
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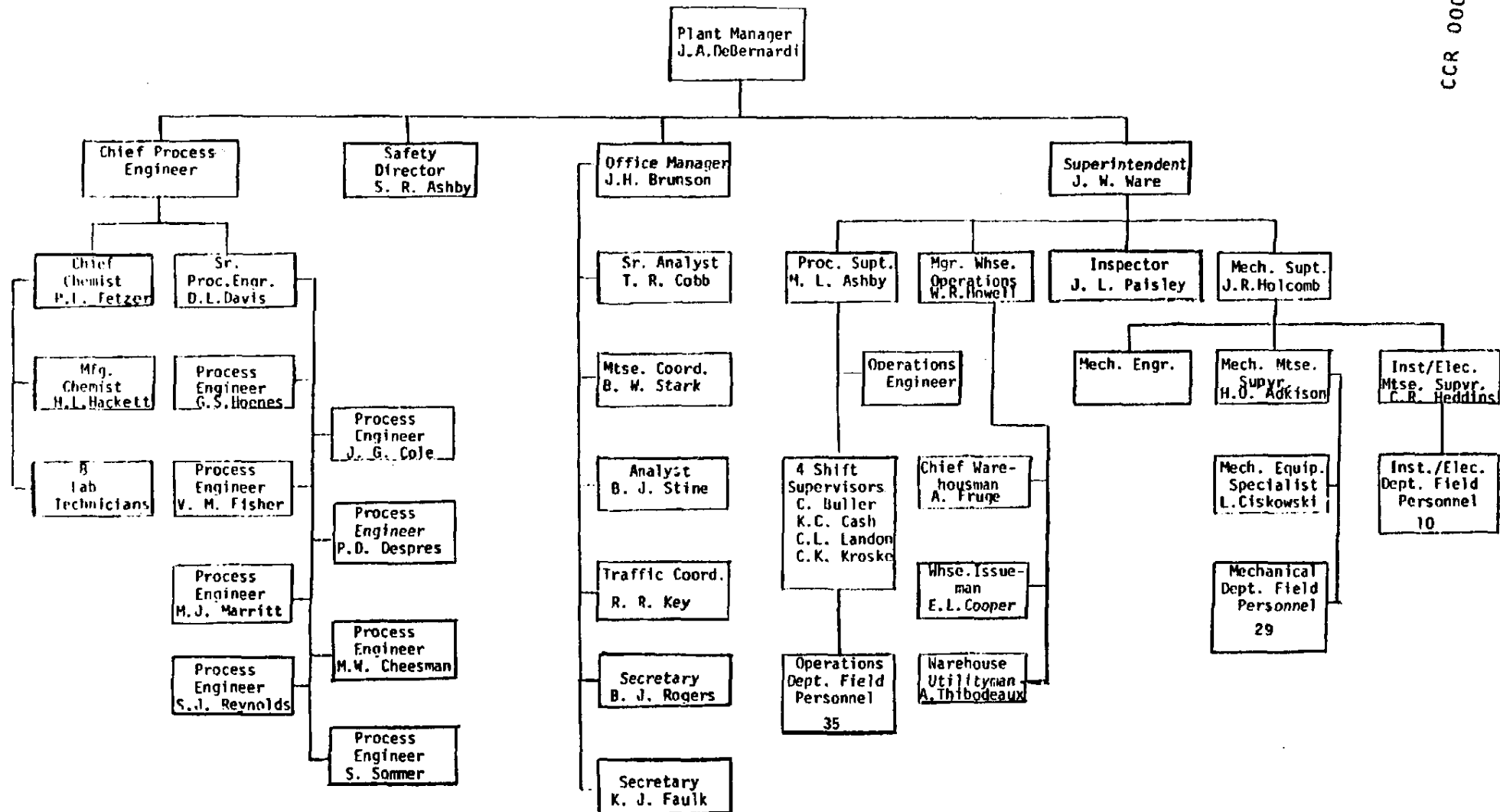


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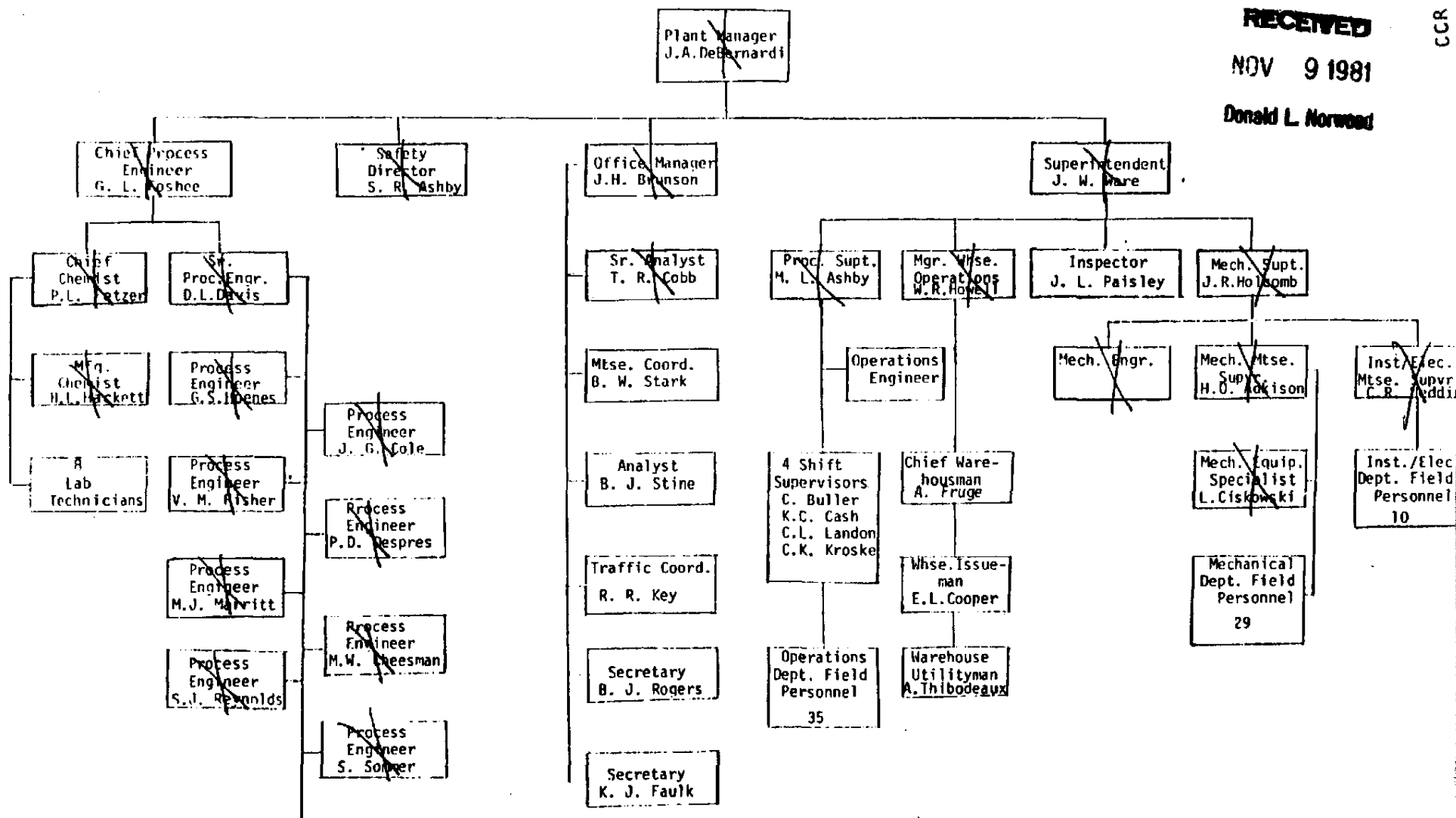
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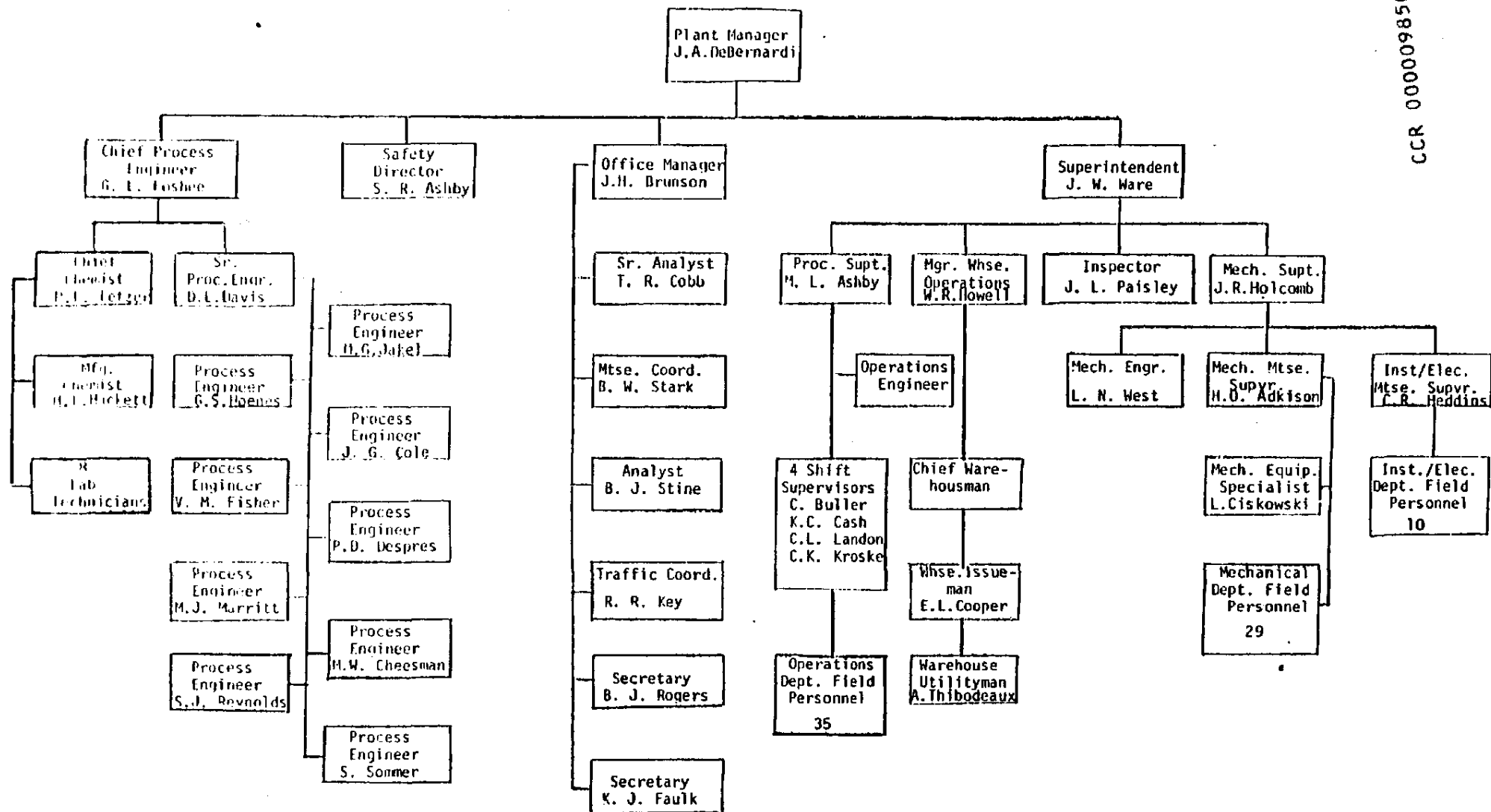
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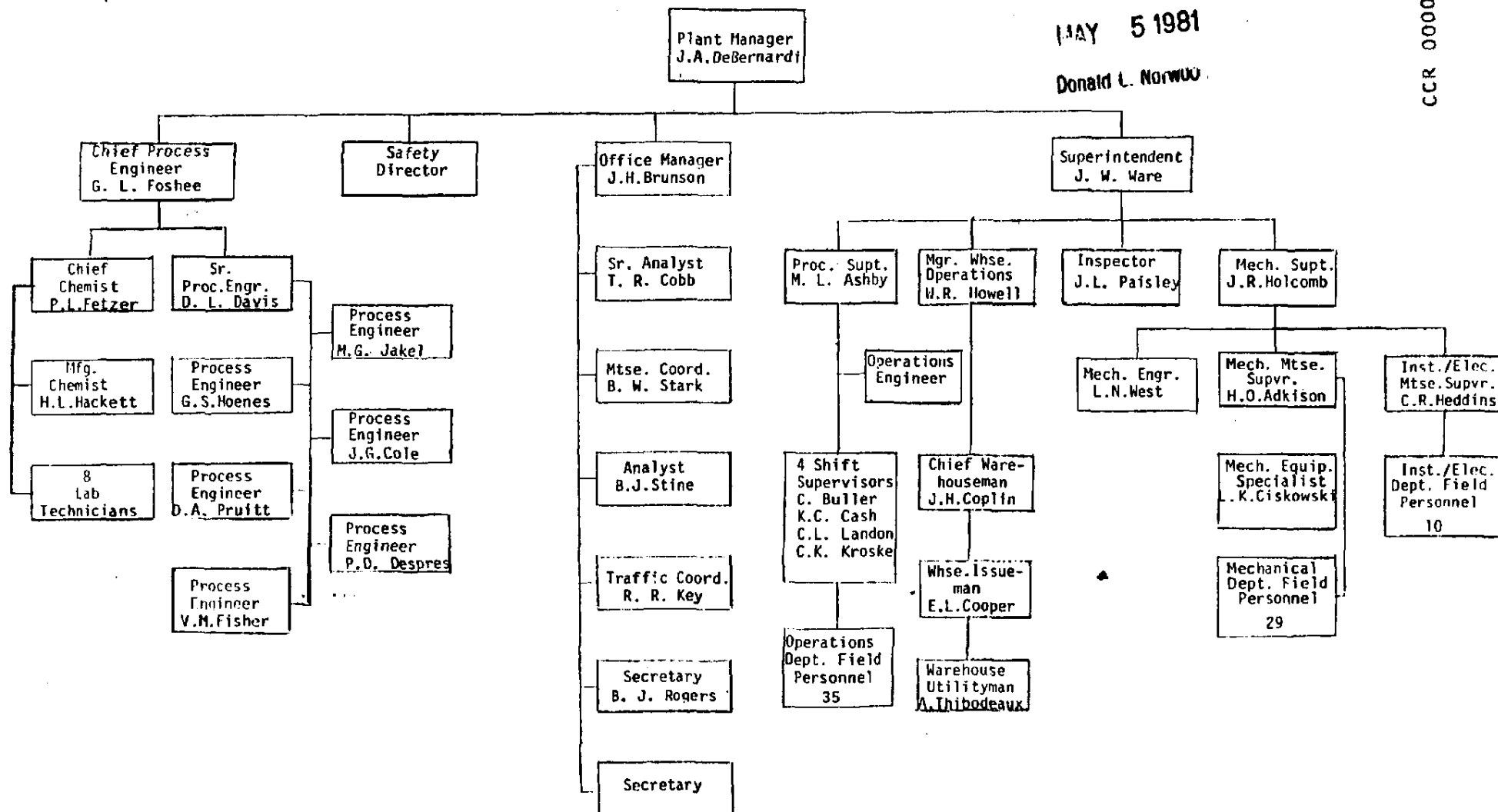
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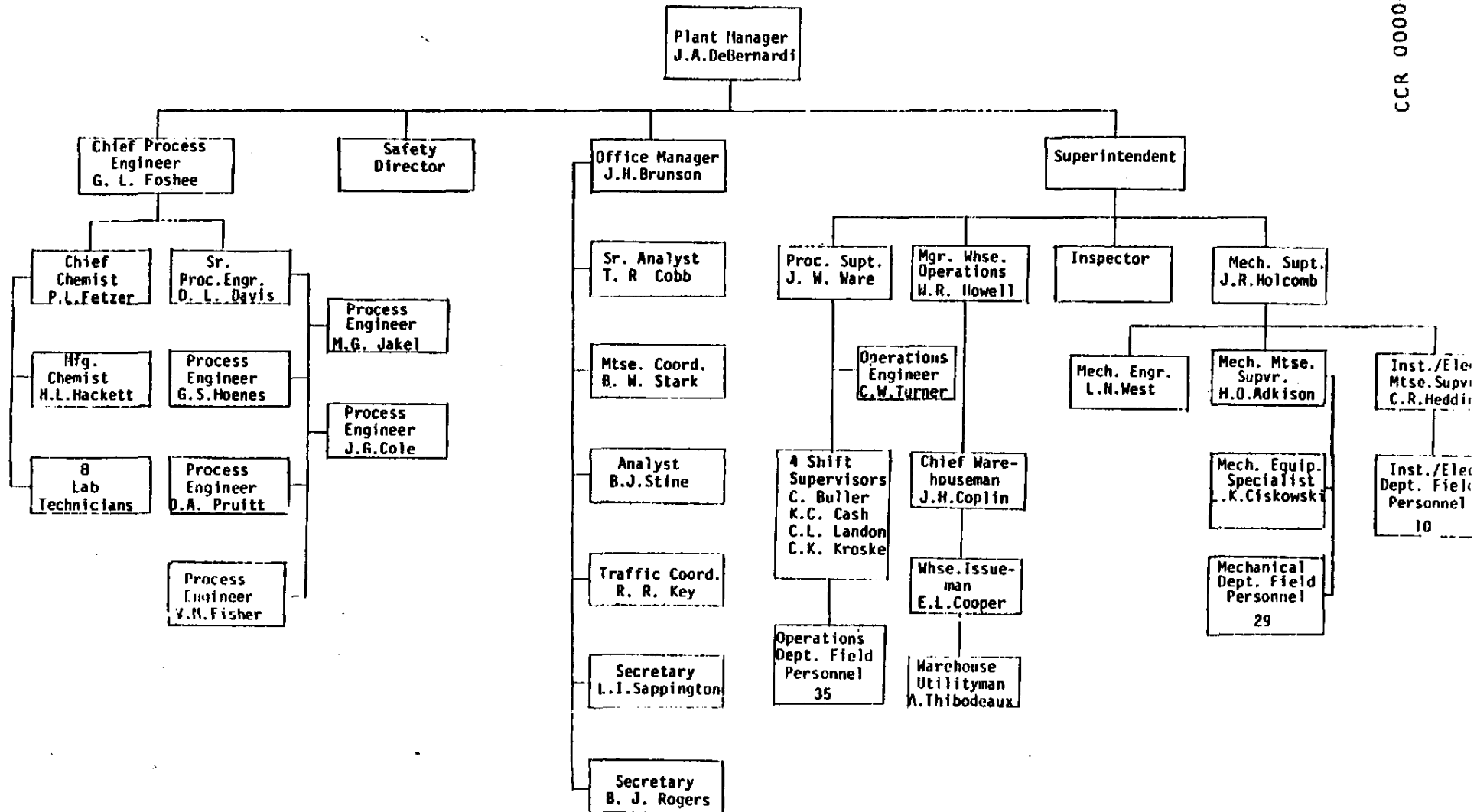
Donald L. Norwood

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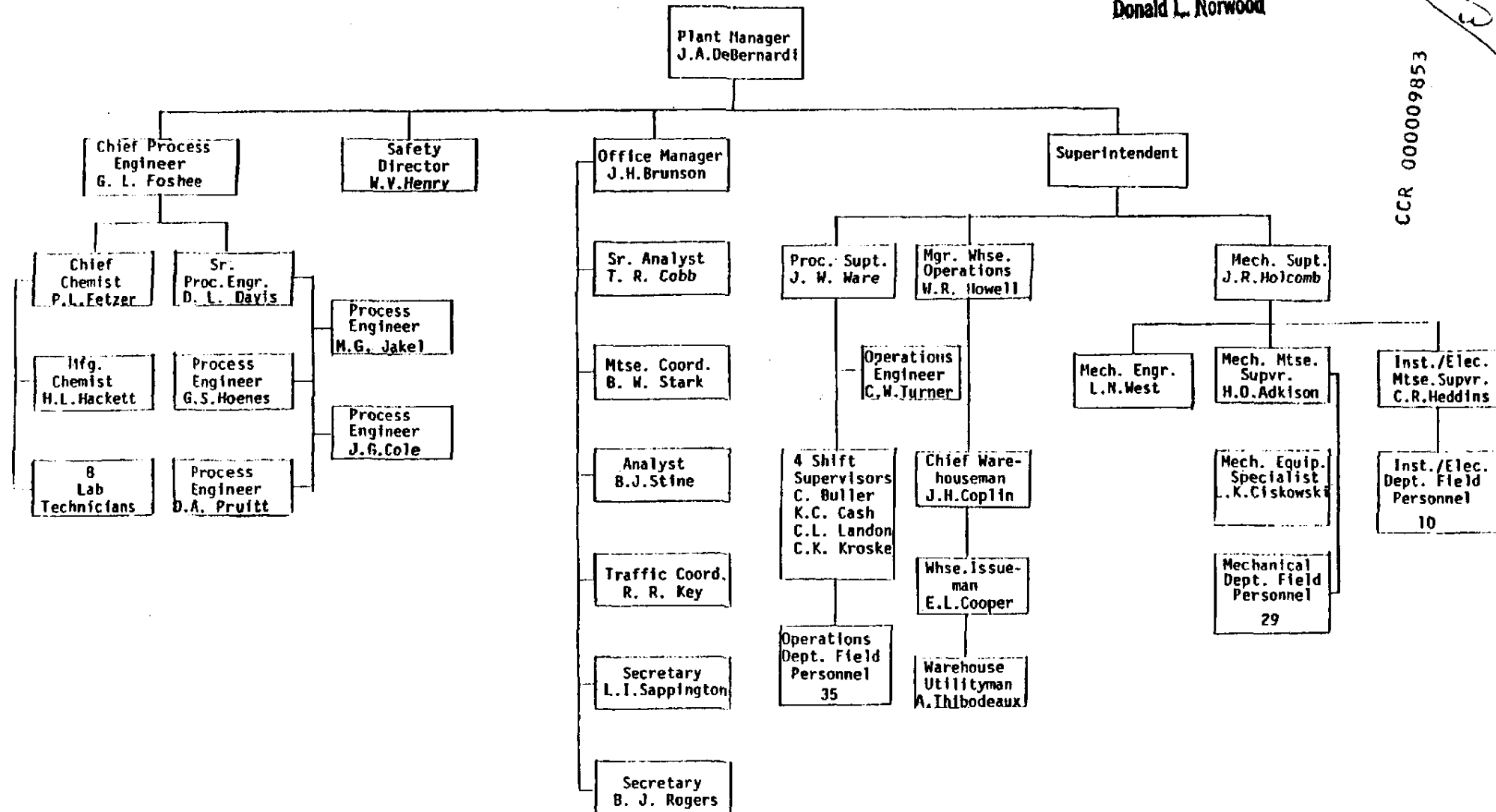
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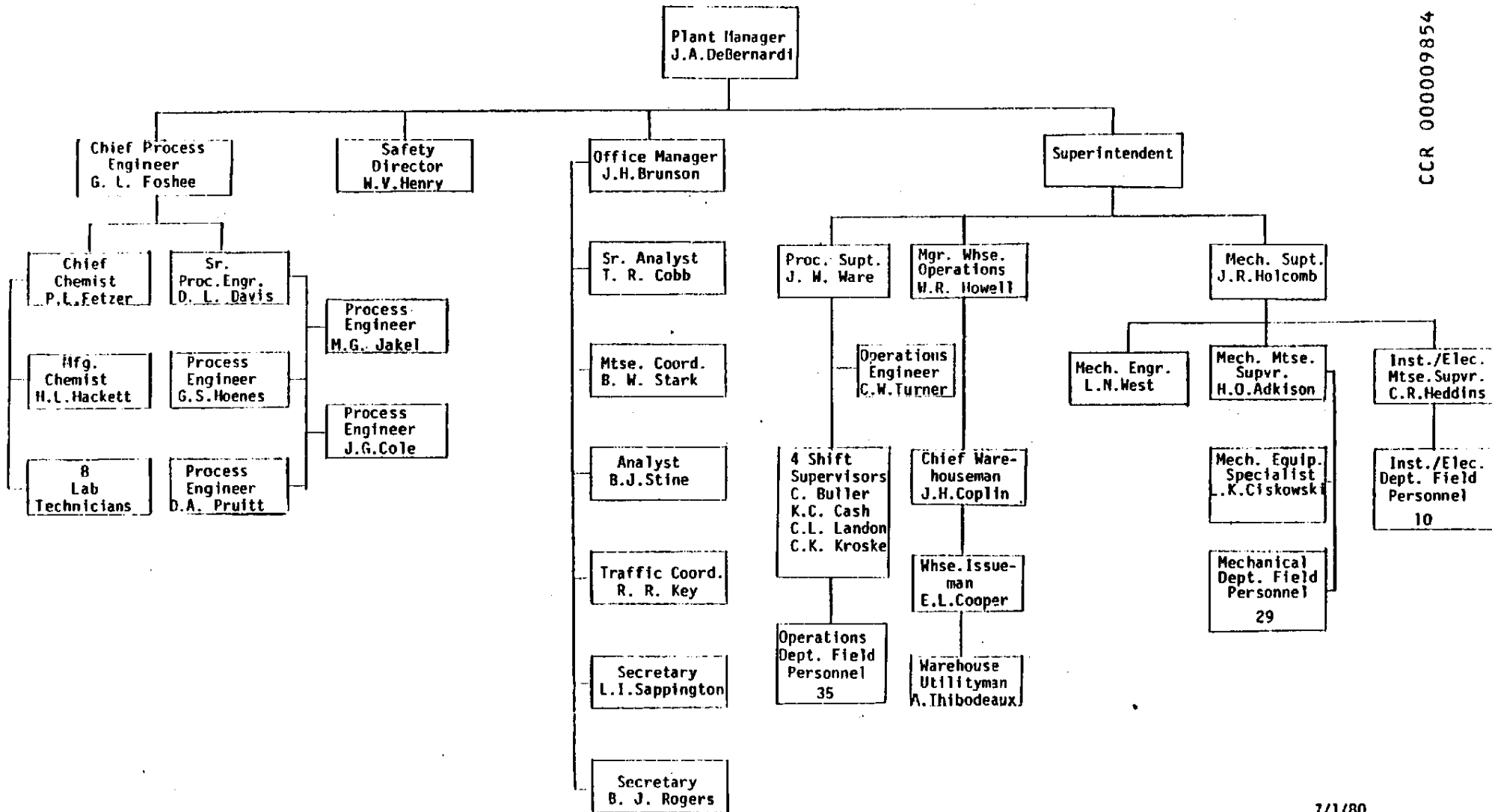
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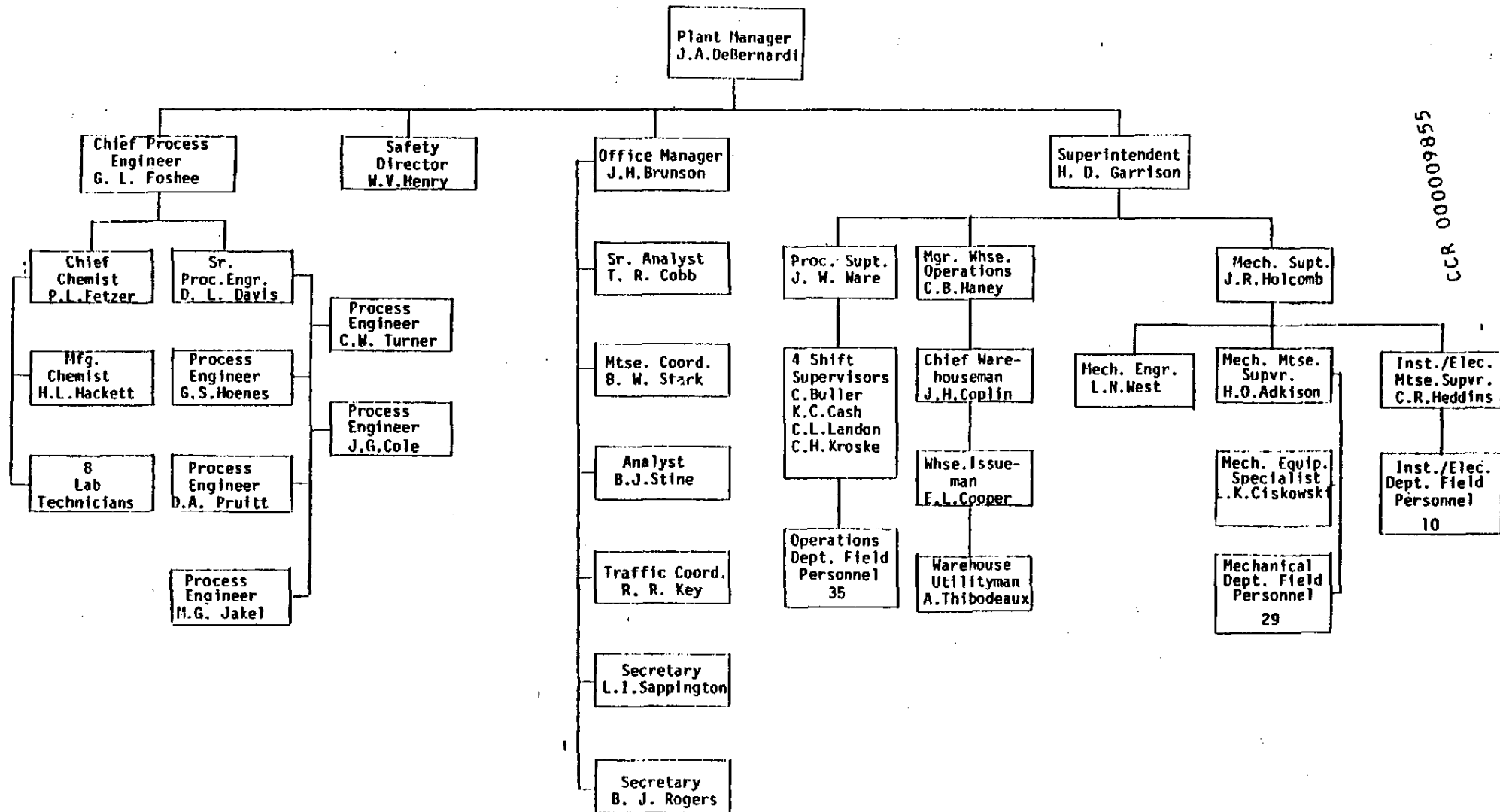
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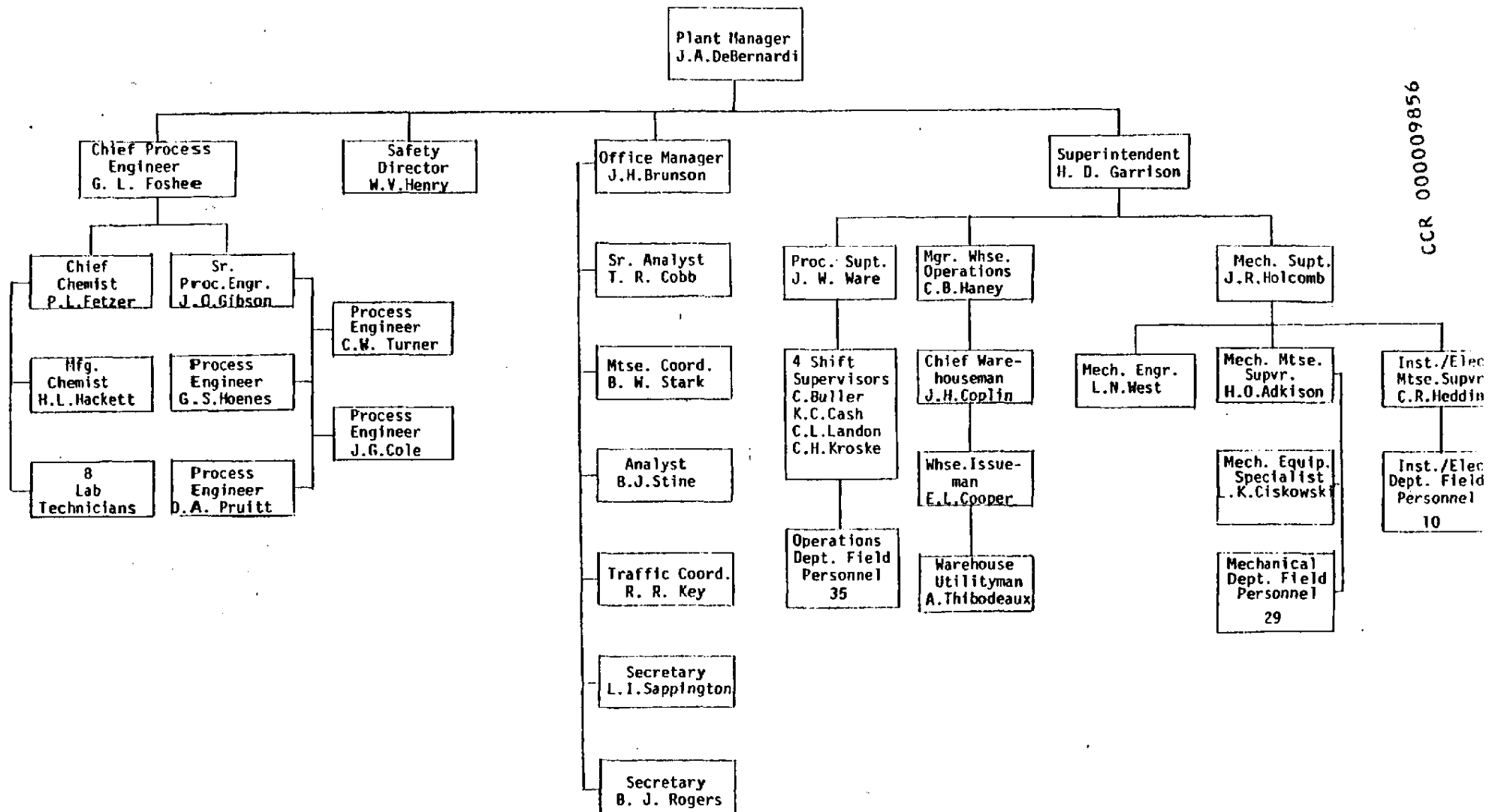
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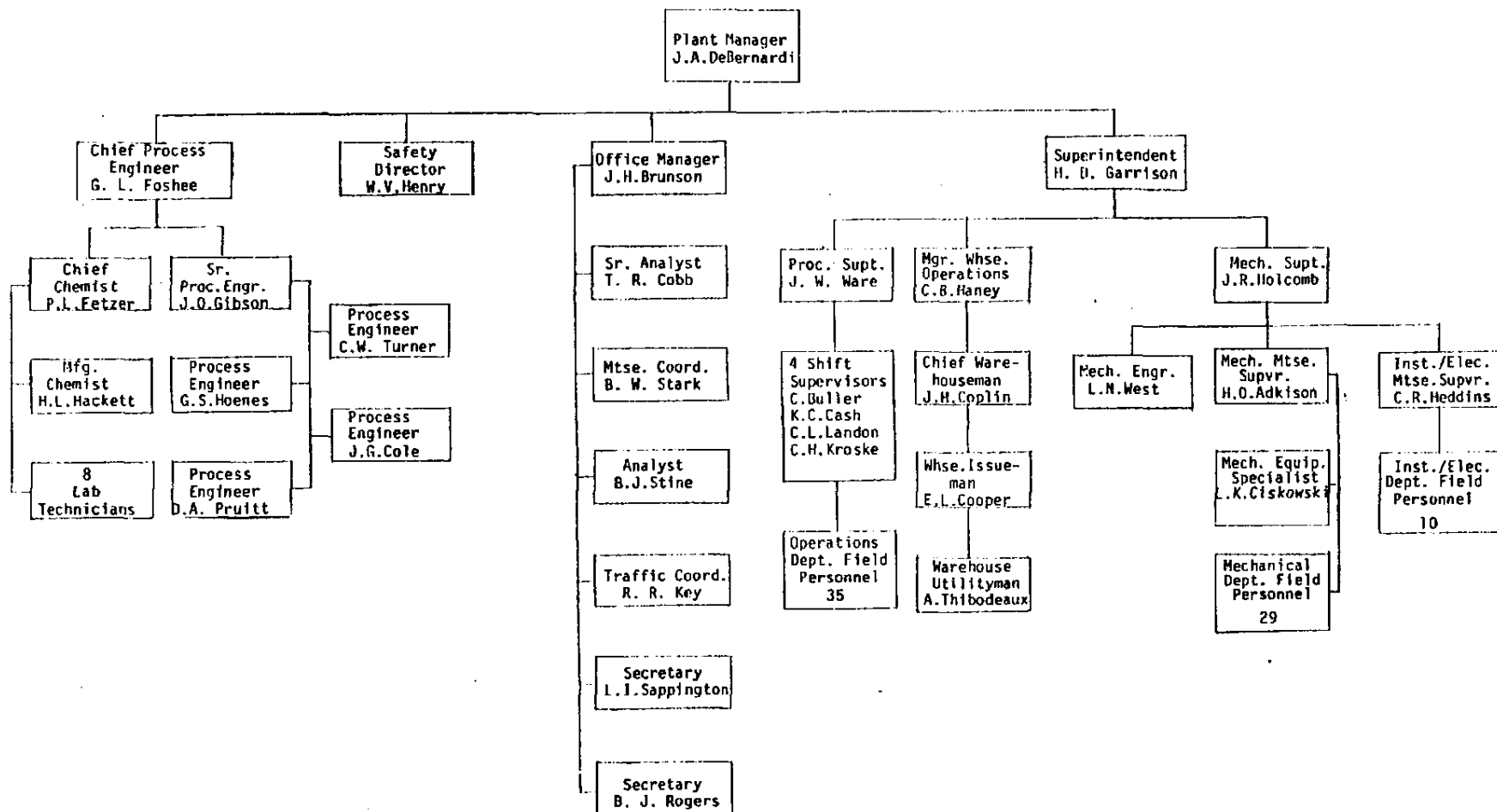
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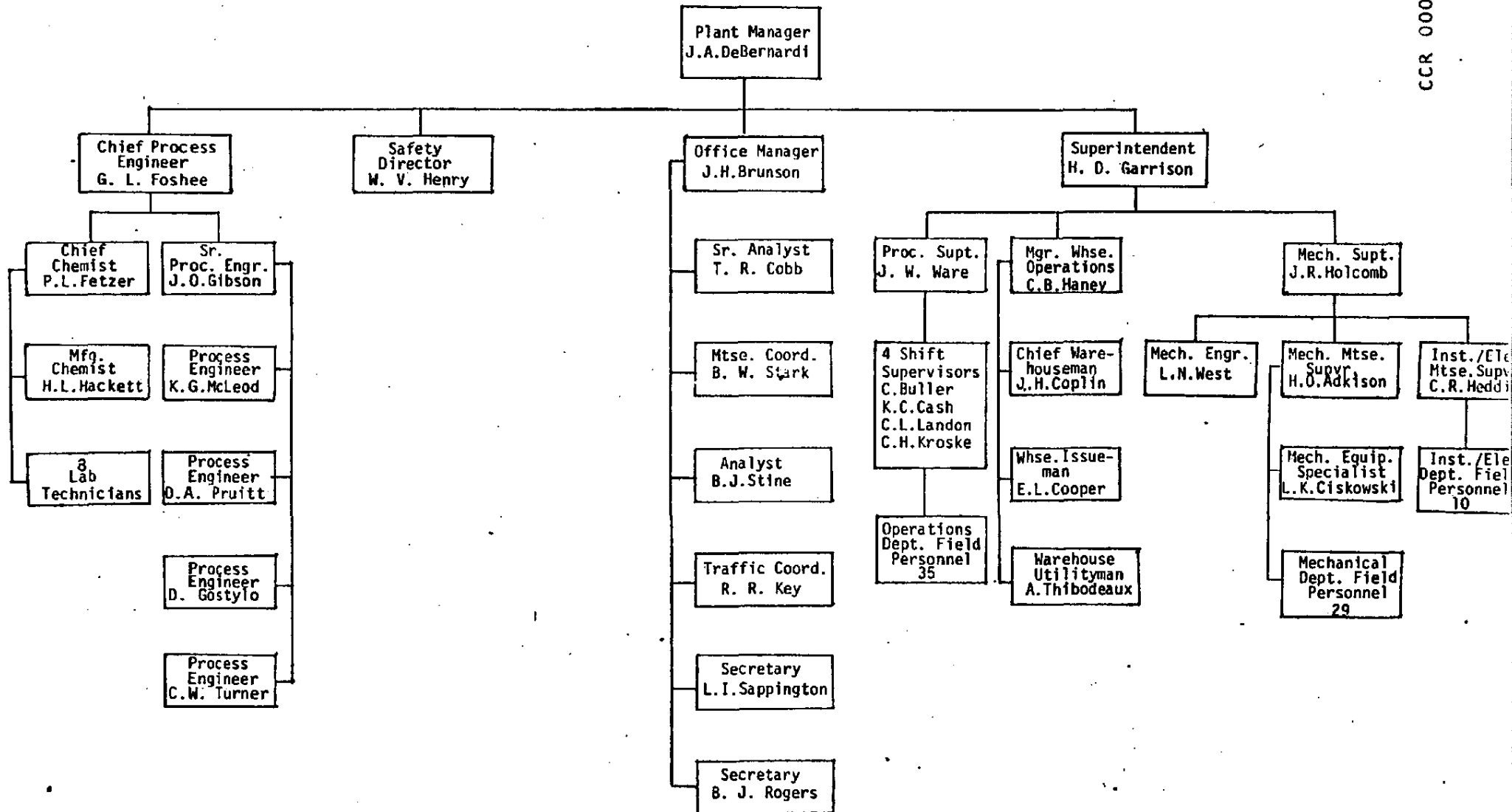


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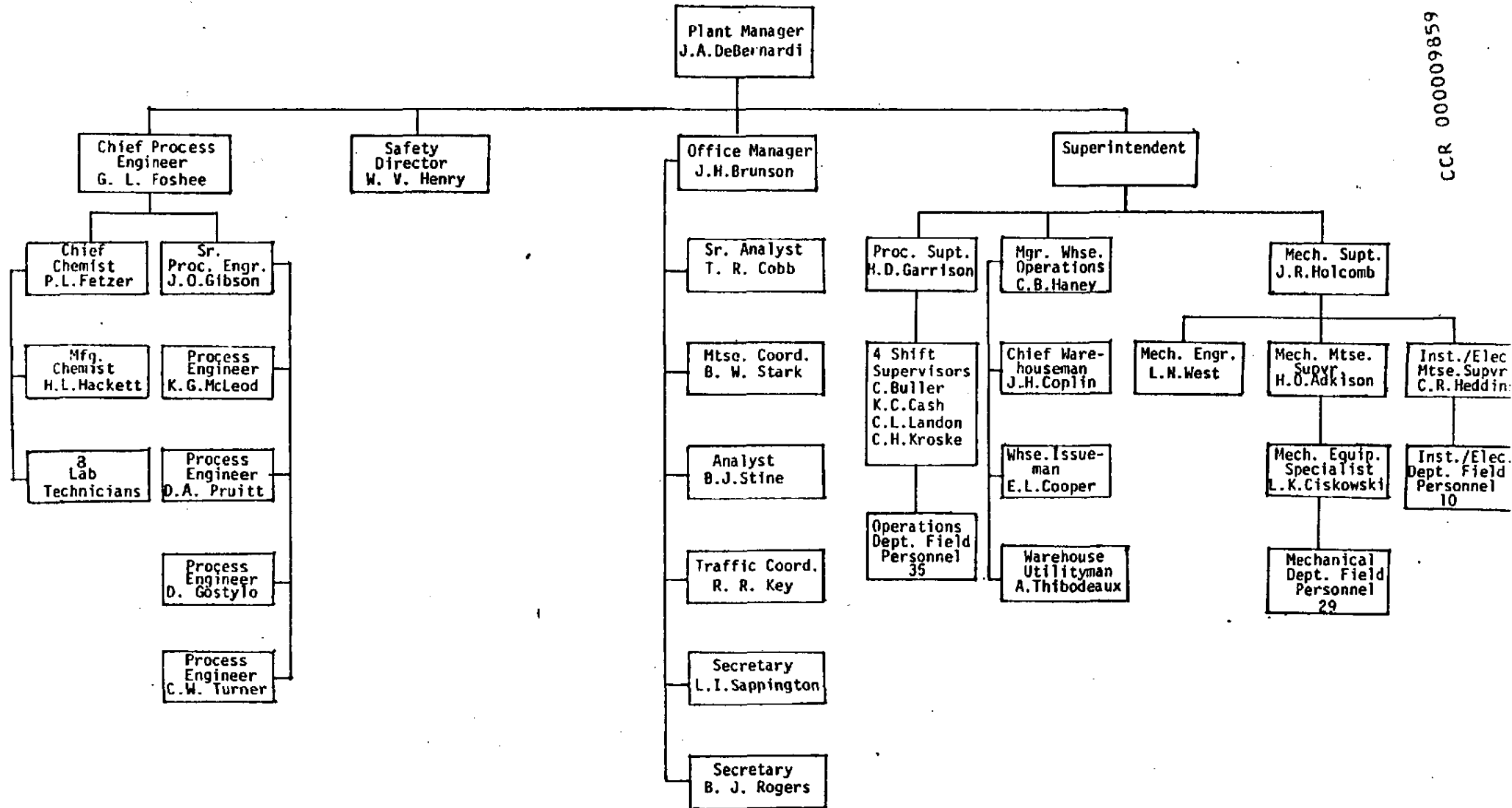


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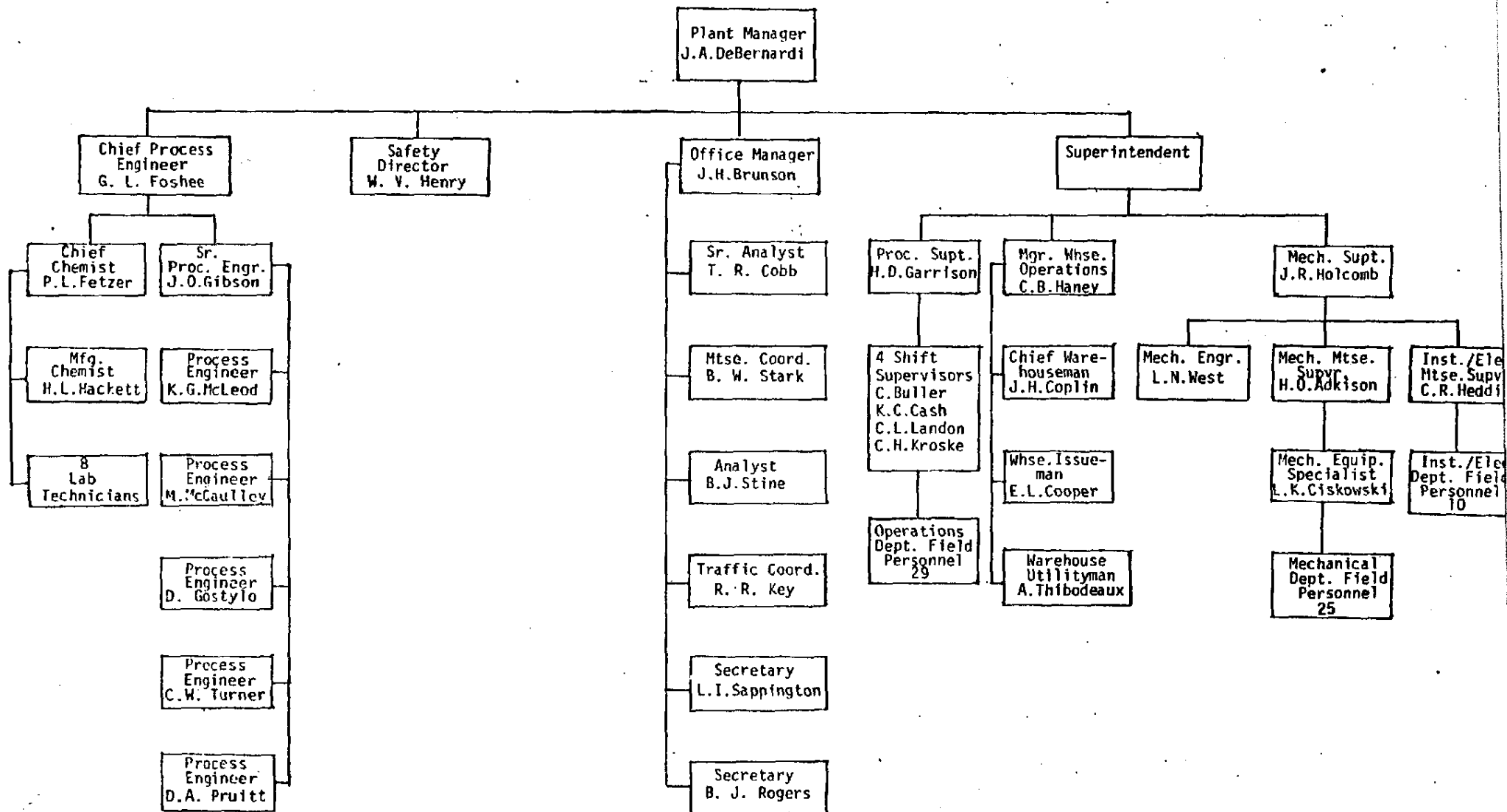
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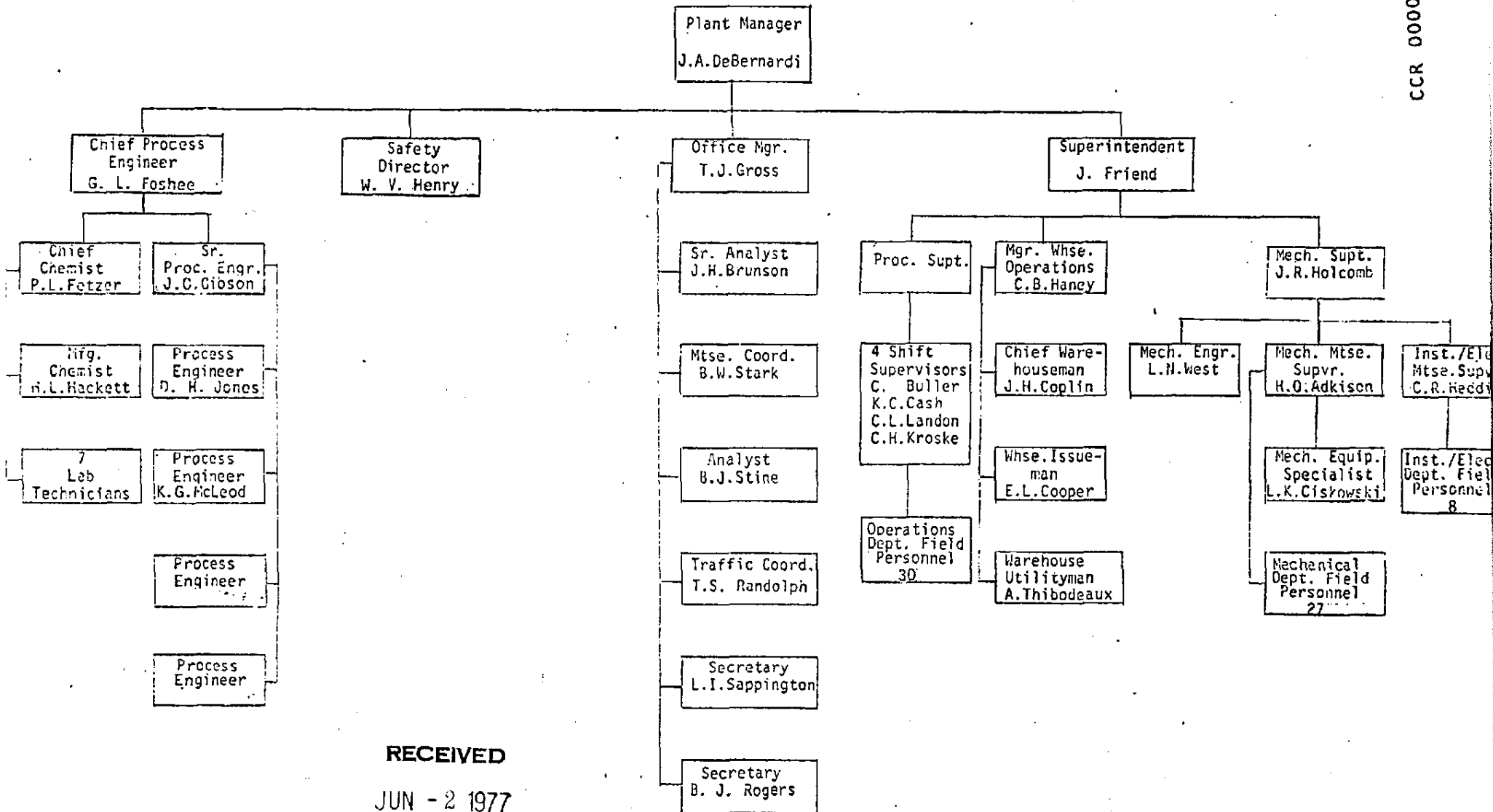
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JUNE 1, 1977



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JUN - 2 1977

Donald L. Norwood

C/c DAN
ML

EMPLOYEE LISTING DECEMBER 31, 1976

LOCATION - CHM-MFG-VCM P

PAY ROLL - OFFICE

NAME OF EMPLOYEE	S.S. NO.	CITY	JOB		JOB TITLE
			CD	STCLS	
GROSS	THOMAS J	443425305	LAKE CHARLES	27019	110 OFFICE MGR
GREMILLION	CLIFFTON E	463463336	LAKE CHARLES	27019	116 SAFETY DIR
DE BERNARDI	JAMES A	565465425	LAKE CHARLES	27019	11N MGR
HOLCUMB	JAMES R	442367673	LAKE CHARLES	27019	11N MECH SUPT
FRIEND	JOHN	506542370	LAKE CHARLES	27019	11N PROC SUPT
MC CULLEY JR	JOHN H	460745567	LAKE CHARLES	27019	12C CH PROC ENGR
HANEY	CLAU D	453224954	LAKE CHARLES	27019	21N MGR OF WHSE OPRS
FETZER	PAUL L	444564450	LAKE CHARLES	27019	22A CHIEF CHEM
WEST	LARRY N	492464481	LAKE CHARLES	27019	22C MECH ENGR
GIBSON	JAMES O	511445179	LAKE CHARLES	27019	22C SR PROC ENGR
BULLER JR	CHARLIE	436426183	LAKE CHARLES	27019	23E SHIFT SUPVR
CASH	KENNETH C	430760742	LAKE CHARLES	27019	23E SHIFT SUPVR
KRUSKE	CHARLES H	264265106	LAKE CHARLES	27019	23E SHIFT SUPVR
LANDON	CLARENCE H	500123377	LAKE CHARLES	27019	23E SHIFT SUPVR
STARK	BILLY W	435444025	LAKE CHARLES	27019	23E MAINT CUORD
AUKISON	HURACE O	450347137	LAKE CHARLES	27019	23E MECH SUPVR
MCDONINS	CHARLES R	462550055	LAKE CHARLES	27019	23E INSTR MAINT SUPVR
CUPLIN	JESSE H	436071660	LAKE CHARLES	27019	24A CHIEF WHSEMN
STINE	BETTY J	436565273	LAKE CHARLES	27019	31A ANALYST
BRUNSON	JAMES H	459662571	LAKE CHARLES	27019	31D SR ANALYST
HACKETT	MURK L	514324525	LAKE CHARLES	27019	32A MFG CHEM
CAVETT	RICHARD U	441647607	LAKE CHARLES	27019	32C PROC ENGR
JONES	DAVID H	407643523	LAKE CHARLES	27019	32C PROC ENGR
MC LEOD	KENNETH G	444662429	LAKE CHARLES	27019	32C PROC ENGR
BEN	GEORGE M	433625046	LAKE CHARLES	27019	33D LAB TECHN
BROWN	BRUCE B	433466677	LAKE CHARLES	27019	33D LAB TECHN
COMO	JAMES C	433522951	LAKE CHARLES	27019	33D LAB TECHN
COOPER	STEPHEN W	434565592	LAKE CHARLES	27019	33D LAB TECHN
FARRIS	DAVIS J	433323300	LAKE CHARLES	27019	33D LAB TECHN
GRAY	GARY A	435446315	LAKE CHARLES	27019	33D LAB TECHN
PUTTER	PATRICK J	433562924	LAKE CHARLES	27019	33D LAB TECHN
CISKOWSKI	LON A	441405842	LAKE CHARLES	27019	33E MECH EQUIP SPEC
RANDOLPH	THOMAS S	524620202	LAKE CHARLES	27019	34A TRAFFIC COORD
COOPER	ELZIE L	435445709	LAKE CHARLES	27019	34A ISSUE CLK
THIBODEAUX	ANDREW L	435444997	LAKE CHARLES	27019	34A WHSE UTILITYMAN
ROGERS	BETTY J	436660257	LAKE CHARLES	27019	34D SECY
SAPPINGTON	LOUISE I	447169082	LAKE CHARLES	27019	34D SECY

TREAS ENPL	GROUPS 7 THRU 14		GROUPS 1 THRU 6		SALARIED UNION	
	ENPL	BASE PAYROLL	ENPL	BASE PAYROLL	ENPL	BASE PAYROLL
LEVEL II	31	57,670.00	6	6,890.00		.00
LEVEL I	31	57,670.00	6	6,890.00		.00
DEPT 48 2	240	435,845.00	67	64,452.00	11	13,093.00

CCR 000009862

EMPLOYEE LIST DECEMBER 31, 1974

LOCATION - CHEM-COC CHN-MFG-VCM P

PAY ROLL - FIELD

NAME OF EMPLOYEE	S.S. NO.	CITY	JOB CD ST CLS	JOB TITLE	GRD WK
RYDER	KERMIT J	435584650 LAKE CHARLES	27019 35A	OPERATOR 1ST	
FONTENOT JR	JOSEPH N	435602785 LAKE CHARLES	27019 35A	OPERATOR 1ST	
FEEHSTER	ARVEL L	443261609 LAKE CHARLES	27019 35A	TOOLROOM REPAIRMAN	
BARTON	THOMAS B	434729417 LAKE CHARLES	27019 36A	MECHANIC B	
VINCENT	KENNETH N	439609102 LAKE CHARLES	27019 36A	MECHANIC B	
ADAMS JR	JOSEPH	437687405 LAKE CHARLES	27019 36A	MECHANIC B	
BERZAS JR	WILLIE R	439607900 LAKE CHARLES	27019 36A	OPERATOR 2ND	
PUERTA	JOHN A	439543358 LAKE CHARLES	27019 36A	OPERATOR 2ND	
BULLER	RICHARD T	439584321 LAKE CHARLES	27019 36A	OPERATOR 2ND	
FOGLEMAN	MICHAEL J	435608653 LAKE CHARLES	27019 36A	OPERATOR 2ND	
RILEY	LUTHER C	225409409 LAKE CHARLES	27019 36A	OPERATOR 2ND	
CHOLLEY	TOM M	265382667 LAKE CHARLES	27019 36A	OPERATOR 2ND	
BAKER	ERLYAN B	264406417 LAKE CHARLES	27019 36A	OPERATOR 2ND	
MORRIS	JIMMIE	438767569 LAKE CHARLES	27019 36A	PUMPER LOADER	
LEE JR	RICHARD H	437701718 LAKE CHARLES	27019 36A	PUMPER LOADER	
TRAHAN JR	ROBERT L	439505374 LAKE CHARLES	27019 36A	PUMPER LOADER	
GUILLORY	RAY A	437769434 LAKE CHARLES	27019 36A	PUMPER LOADER	
LONKOWSKI	DAVID L	175322870 LAKE CHARLES	27019 36A	PUMPER LOADER	
CARRADINE JR	JOHN C	439582831 LAKE CHARLES	27019 37A	MECHANICAL HELPER	
GOING	RICHARD D	439665553 LAKE CHARLES	27019 37A	MECHANICAL HELPER	

LOCATION - CHEM-COC CHN-MFG-VCM P

PAY ROLL - OFFICE

GROSS	THOMAS J	443425305 LAKE CHARLES	27019 11D	OFFICE MGR	1
GRIMMILLION	CLIFTON E	463463338 LAKE CHARLES	27019 11G	SAFETY DIR	1
DE BERNARDI	JAMES A	565465425 LAKE CHARLES	27019 11N	MGR	1
HOLCOMB	JAMES R	442307678 LAKE CHARLES	27019 11N	MECH SUPT	1
DRAPER	GARY G	510462535 LAKE CHARLES	27019 11N	PROC SUPT	0
MC CULLEY JR	JOHN H	450745367 LAKE CHARLES	27019 12C	CH PROC ENGR	1
HANLY	CLEO D	453224954 LAKE CHARLES	27019 21N	MGR OF WHSE OPRS	0
FETZLER	PAUL L	444384450 LAKE CHARLES	27019 22A	CHIEF CHEM	1
WEST	LARRY N	492484481 LAKE CHARLES	27019 22C	MECH ENGR	0
MICHAELS	DOUGLAS E	391426180 LAKE CHARLES	27019 22C	SR PROC ENGR	0
CASH	KENNETH C	430768742 LAKE CHARLES	27019 23E	SHIFT FOREMAN	0
LANDON	CLARENCE H	500123377 LAKE CHARLES	27019 23E	SHIFT FOREMAN	0
BULLER JR	CHARLIE	436428183 LAKE CHARLES	27019 23E	SHIFT FOREMAN	0
KROSKE	CHARLES H	284269808 LAKE CHARLES	27019 23E	SHIFT FOREMAN	0

CCR 000009863

LOCATION - CHEM-COC CHM-MFG-YCM P

PAY ROLL - OFFICE

NAME OF EMPLOYEE	S.S. NO.	CITY	JOB		JOB TITLE
			CD	ST CLS	
STARK BILLY W	435444029	LAKE CHARLES	27019	23E	MAINT COORD
ADKISON MORALE O	450347137	LAKE CHARLES	27019	23E	MECH SUPVR
HEDDINS CHARLES R	462560055	LAKE CHARLES	27019	23E	INSTR MAINT SUPVR
COPLIN JESSE M	438071868	LAKE CHARLES	27019	24A	CHIEF WHSEMN
STINE LITTY J	430525273	LAKE CHARLES	27019	31A	ANALYST
BRUNSON JAMES H	489262571	LAKE CHARLES	27019	31D	SR ANALYST
HACKETT HOMER L	514344525	LAKE CHARLES	27019	32A	MFG CHEN
LUNN JR JOHN C	438740386	LAKE CHARLES	27019	32C	PROC ENGR
ROBINSON JR JAMES S	447401765	LAKE CHARLES	27019	32C	SR PROC ENGR
GRAY GARY A	435446315	LAKE CHARLES	27019	33D	LAB TECHN
POTIEN PATRICK J	433562624	LAKE CHARLES	27019	33D	LAB TECHN
FARRIS DAVIS J	433023300	LAKE CHARLES	27019	33D	LAB TECHN
CCHO JAMES C	433522551	LAKE CHARLES	27019	33D	LAB TECHN
BROWN BRUCE D	433466677	LAKE CHARLES	27019	33D	LAB TECHN
BEN GEORGE M	433825048	LAKE CHARLES	27019	33D	LAB TECHN
COOPER STEPHEN W	434585592	LAKE CHARLES	27019	33D	LAB TECHN
RANDOLPH THOMAS S	524620202	LAKE CHARLES	27019	34A	TRAFFIC COORD
COOPER ELZIE L	435443709	LAKE CHARLES	27019	34A	ISSUE CLK
THIBODEAUX ANDREW L	435443957	LAKE CHARLES	27019	34A	WHSE UTILITYMAN
WINEY BETTY J	438880257	LAKE CHARLES	27019	34B	RECEPT-STENO
SAPPINGTON LOUISE I	447169022	LAKE CHARLES	27019	34D	SECY

TREAS	GROUPS 7 THRU 14		GROUPS 1 THRU 6		SALARIED UNION	
EMPL	EMPL	BASE PAYROLL	EMPL	BASE PAYROLL	EMPL	BASE PAYROLL
LEVEL II	29	47,961.00	7	7,052.00		.00
LEVEL I	2	376,493.00	77	62,729.00	12	11,164.00

CCR 000009864

LOCATION - CHEM-WFG-VCN P

EMPLOYEE LISTING DECEMBER 31, 1975

PAY ROLL - FIELD

NAME OF EMPLOYEE	S.S. NO.	CITY	CU ST	CLS	JOB TITLE	GROUP D
ROSS	422989155	LAKE CHARLES	27019	35A	BREAKER OPR	
AYDELOTTE	511329404	LAKE CHARLES	27019	35A	CHIEF OPERATOR	
BROWN	439367710	LAKE CHARLES	27019	35A	CHIEF OPERATOR	
FOX	436329809	LAKE CHARLES	27019	35A	CHIEF OPERATOR	
FOURD	437200332	LAKE CHARLES	27019	35A	CHIEF OPERATOR	
VIGERS	432299331	LAKE CHARLES	27019	35A	CHIEF OPERATOR	
BURK	401600319	LAKE CHARLES	27019	35A	MECHANIC A	
DEBOEN	431600206	LAKE CHARLES	27019	35A	MECHANIC A	
DOUCET	434202908	LAKE CHARLES	27019	35A	MECHANIC A	
FONENUT	433068604	LAKE CHARLES	27019	35A	MECHANIC A	
GAUTHIER	434701043	LAKE CHARLES	27019	35A	MECHANIC A	
GUILLOMY	437028672	LAKE CHARLES	27019	35A	MECHANIC A	
LEGER	434083337	LAKE CHARLES	27019	35A	MECHANIC A	
LINCOLN	437000330	LAKE CHARLES	27019	35A	MECHANIC A	
MONTICELLO	438225208	LAKE CHARLES	27019	35A	MECHANIC A	
OGA	433790760	LAKE CHARLES	27019	35A	MECHANIC A	
OGUIN	433529727	LAKE CHARLES	27019	35A	MECHANIC A	
PARKER	437201379	LAKE CHARLES	27019	35A	MECHANIC A	
SPENDER	402442232	LAKE CHARLES	27019	35A	MECHANIC A	
THOMPSON	424300419	LAKE CHARLES	27019	35A	MECHANIC A	
THOM	434340237	LAKE CHARLES	27019	35A	MECHANIC A	
VINCENT	435324227	LAKE CHARLES	27019	35A	MECHANIC A	
WHITE	439407102	LAKE CHARLES	27019	35A	MECHANIC A	
COLE	435226272	LAKE CHARLES	27019	35A	MECHANIC A	
COOK	435231102	LAKE CHARLES	27019	35A	MECHANIC A	
DAVIS	437017760	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
MOORE	400466033	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
MOSLEY	437446407	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
RICHARD	403223881	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
BACER	43712481	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
COCHRAN JR	204408417	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
HUGHES	434203270	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
LANDERS	435011160	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
RYDER	435020800	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
SMITH	435584690	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
WHITNEY	436440043	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
WOODWORTH	439320470	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
ADAMS JR	433032038	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
BARTON JR	437007403	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
BERZAS JR	437294417	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
CARRADINE JR	437077000	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
FONTEVOT JR	439362831	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
GUING	433068793	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
JULLER	439364321	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
CHOLEY	203392067	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
FUGLEMAN	435608893	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
GUILLOMY	437709419	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
LEE JR	437701718	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
PUERTA	439353308	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
ALLEY	225403409	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
THANAY JR	436503374	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
ALEXANDER JR	434644921	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
BRADATO	430708249	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
HANDY JR	437705915	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
HOPPAUER	434407710	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
LONAKOSKI	175322370	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
MORRIS	430707509	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
THIERRY	508700933	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	
FEENSTER	443201609	LAKE CHARLES	27019	35A	MECHANICAL LEADMAN	

LOCATION - CHEM-WFG-VCN P

PAY ROLL - OFFICE

GROSS

THOMAS J

443445305 LAKE CHARLES

27019 35A OFFICE MGR

100

CCR 000009865

EMPLOYEE LISTING DECEMBER 31, 1975

LOCATION - CHEN-MFG-VCN P

PAY ROLL - OFFICE

NAME OF EMPLOYEE	S.S. NO.	CITY	JOB	CO	ST	CLS	JOB TITLE
GREMILLION	CLIFTON E	403403338	LAKE CHARLES	27019	11G		SAFETY DIR
DE BERNARDI	JAMES A	505405425	LAKE CHARLES	27019	11N		MGR
HOLCOMB	JAMES H	442387673	LAKE CHARLES	27019	11N		MECH SUPT
FRIEND	JOHN	500542370	LAKE CHARLES	27019	11N		PROC SUPT
MC CULLEY JR	JOHN H	400745367	LAKE CHARLES	27019	12C		CH PROC ENGR
HANEY	CLEO B	453224954	LAKE CHARLES	27019	21N		MGR OF WHSE OPNS
PETZEN	PAUL L	444384450	LAKE CHARLES	27019	22A		CHIEF CHEN
WEST	LARRY M	492484481	LAKE CHARLES	27019	22C		MECH ENGR
BULLER JR	CHARLES	436420183	LAKE CHARLES	27019	23E		SHIFT SUPVR
CASH	KENNETH C	430706742	LAKE CHARLES	27019	23E		SHIFT SUPVR
KROSKE	CHARLES H	204204803	LAKE CHARLES	27019	23E		SHIFT SUPVR
LANDUM	CLARENCE H	500123377	LAKE CHARLES	27019	23E		SHIFT SUPVR
STARK	BILLY V	435844029	LAKE CHARLES	27019	23E		MAINT COORD
ADKISON	MONACE D	450347137	LAKE CHARLES	27019	23E		MECH SUPVR
HEDDINS	CHARLES H	402560055	LAKE CHARLES	27019	23E		INSTA MAINT SUPVR
COPLIN	JESSE M	438071800	LAKE CHARLES	27019	24A		CHIEF WHSEMN
STINE	BETTY J	438525273	LAKE CHARLES	27019	31A		ANALYST
BRUNSON	JAMES H	459202571	LAKE CHARLES	27019	31D		SR ANALYST
HACKETT	MONCH L	514324525	LAKE CHARLES	27019	32A		MFG CHEN
HERARDO	JANICE L	430024405	LAKE CHARLES	27019	32C		PROD ENGR
JONES	DAVID H	407043923	LAKE CHARLES	27019	32C		PROD ENGR
LINDERUD	DAVID W	398506670	LAKE CHARLES	27019	32C		PROD ENGR
LUNN JR	JOHN C	435740880	LAKE CHARLES	27019	32C		PROD ENGR
ROBINSON JR	JAMES S	447401705	LAKE CHARLES	27019	32C		SR PROD ENGR
BCN	GEORGE M	433525048	LAKE CHARLES	27019	33D		LAB TECHN
BROWN	BRUCE H	433468677	LAKE CHARLES	27019	33D		LAB TECHN
CONO	JAMES C	433522951	LAKE CHARLES	27019	33D		LAB TECHN
COOPER	STEPHEN W	434585592	LAKE CHARLES	27019	33D		LAB TECHN
PARRIS	DAVIS J	433323300	LAKE CHARLES	27019	33D		LAB TECHN
GRAY	GARY A	435446315	LAKE CHARLES	27019	33D		LAB TECHN
MOTIER	PATRICK J	433562624	LAKE CHARLES	27019	33D		LAB TECHN
CISLOWSKI	LON H	441405842	LAKE CHARLES	27019	33E		MECH EQUIP SPEC
RANDOLPH	THOMAS S	524620202	LAKE CHARLES	27019	34A		TRAFFIC COORD
COOPER	ELZIE L	435445709	LAKE CHARLES	27019	34A		ISSUE CLK
THUDDEAUX	ANDREW L	435444997	LAKE CHARLES	27019	34A		WHSE UTILITYMAN
WINEY	BETTY J	430840257	LAKE CHARLES	27019	34D		SECV
SAPPINGTON	LOUISE I	447109082	LAKE CHARLES	27019	34D		SECV

TREAS	GROUPS 7 THRU 14	GROUPS 1 THRU 6	SALARIED UNION
EMPL	EMPL BASE PAYROLL	EMPL BASE PAYROLL	EMPL BASE PAYROLL
LEVEL II	32 54,934.00	6 6,437.00	.00
LEVEL I	32 54,934.00	6 6,437.00	.00
DEPT 40	241 409,070.00	70 62,072.00	11 12,505.00

CCR 000009866

EMPLOYEE LISTING DECEMBER 31, 1973

LOCATION - CHEM-CCC CHEM-MFG-VEH P

PAY ROLL - FIELD

NAME OF EMPLOYEE	S.S. NO.	CITY	JOB	CO ST CLS	JOB TITLE	GROUP
FORSTER JR	JOSEPH A	435008785	LAKE CHARLES	27019	35A OPERATOR 1ST	
CLOHRAN JR	JAMES A	434585296	LAKE CHARLES	27019	35A OPERATOR 1ST	
SHRIFLY	ROBERT S	436428545	LAKE CHARLES	27019	35A OPERATOR 1ST	
CANNADINE JR	JOHN C	436582631	LAKE CHARLES	27019	35A OPERATOR 1ST	
WHITMIRE	JAMES A	436528470	LAKE CHARLES	27019	35A OPERATOR 1ST	
MYLER	KERMIT J	434584650	LAKE CHARLES	27019	35A OPERATOR 1ST	
FEARSTER	ARVEL L	443261805	LAKE CHARLES	27019	35A TELLER REPAIRMAN	
LANDERS	BUBBY J	433502680	LAKE CHARLES	27019	36A OPERATOR 2ND	
WELCHATCH	LAMARCO L	435285034	LAKE CHARLES	27019	36A OPERATOR 2ND	
BULLER	RICHARD T	435584321	LAKE CHARLES	27019	36A OPERATOR 2ND	
BEARDS JR	WILLIE R	435007900	LAKE CHARLES	27019	36A OPERATOR 2ND	
POKITA	JOHN A	435545308	LAKE CHARLES	27019	36A OPERATOR 2ND	
FULLMAN	MICHAEL J	435618355	LAKE CHARLES	27019	36A OPERATOR 2ND	
BOUCKEALX	JERRY W	427741115	LAKE CHARLES	27019	36A OPERATOR 2ND	
BARBER	PHYLLIS E	264438417	LAKE CHARLES	27019	36A OPERATOR 2ND	
CHILLEY	TONY M	268352667	LAKE CHARLES	27019	36A PUMPER LOADER	
RILEY	LUTHER C	225455405	LAKE CHARLES	27019	36A PUMPER LOADER	
GUILLEY	RAY A	427755434	LAKE CHARLES	27019	36A PUMPER LOADER	
LEE JR	RICHARD P	437711718	LAKE CHARLES	27019	36A PUMPER LOADER	
MORRIS	JIMMIE	438787585	LAKE CHARLES	27019	36A PUMPER LOADER	
TRAHAN JR	ROBERT L	435505574	LAKE CHARLES	27019	36A PUMPER LOADER	
LOMKOWSKI	DAVID L	175522370	LAKE CHARLES	27019	36A PUMPER LOADER	
ADAMS JR	JOSEPH	427687405	LAKE CHARLES	27019	37A MECHANIC HELPER	
BARTON	THOMAS B	424729417	LAKE CHARLES	27019	37A MECHANICAL HELPER	

LOCATION - CHEM-CCC CHEM-MFG-VEH P

PAY ROLL - OFFICE

CROSS	THOMAS J	44425305	LAKE CHARLES	27019	11C OFFICE MGR	100
GREMILLION	CLIFTON E	403483358	LAKE CHARLES	27019	11G SAFETY DIR	100
GARLIN	ROGER D	455555415	LAKE CHARLES	27019	11K MGR	121
HOLCOMB	JAMES R	443307673	LAKE CHARLES	27019	11N MECH SUPT	100
CRAPET	GARY W	510452925	LAKE CHARLES	27019	11K PRCC SUPT	091
GERLACH	RICHARD H	400585101	LAKE CHARLES	27019	12C CH PRCC ENGR	110
HARVEY	CLEO C	453224554	LAKE CHARLES	27019	21K MGR OF WFESE CPKS	090
FETZER	PAUL L	444384450	LAKE CHARLES	27019	22A CHIEF CHEM	100
WEST	LARRY N	402484421	LAKE CHARLES	27019	22C FECH ENGR	080
LANDON	CLARENCE H	500123377	LAKE CHARLES	27019	23E SHIFT FOREMAN	090

CCR 000009867

EMPLOYEE LISTING DECEMBER 31, 1973

LOCATION - WHER-CLC CHA-WG-WCH 1

PAY ROLL - OFFICE

NAME OF EMPLOYEE

S.S. NO. CITY

CD ST CLS JOB TITLE

GF

BULLER JR	CHARLES	48644013	LAKE CHARLES	27019 23E	SHIFT FOREMAN
KROSKI	CHARLES H	29429802	LAKE CHARLES	27019 23E	SHIFT FOREMAN
CASH	KENNETH C	430700742	LAKE CHARLES	27019 23E	SHIFT FOREMAN
ADKISON	CHARLES C	490670137	LAKE CHARLES	27019 23E	MECH SUPER
MCCLIN	CHARLES F	402560555	LAKE CHARLES	27019 23E	INSTN MAINT SUPER
CLIFLIN	JESSE H	43071808	LAKE CHARLES	27019 24A	CHIEF MGMT
STAR	ELLY A	435444125	LAKE CHARLES	27019 31A	ANALYST
DEUSCH	JAMES H	455268571	LAKE CHARLES	27019 31D	SP ANALYST
HACKETT	FORNAN L	514024925	LAKE CHARLES	27019 32A	PLG CHEN
SKURKA	LEONARD C	141300776	LAKE CHARLES	27019 32C	FRIG ENGR
LUAN JR	J F C	458740188	LAKE CHARLES	27019 32C	FRIG ENGR
BEN	GEORGE A	433805148	LAKE CHARLES	27019 33C	LAB TECHN
CLYO	JAMES C	433522551	LAKE CHARLES	27019 33D	LAB TECHN
PCTER	PATRICK J	43352624	LAKE CHARLES	27019 33E	LAB TECHN
BRUN	BRIAN G	433400677	LAKE CHARLES	27019 33D	LAB TECHN
FARIS	DAVIS J	43323000	LAKE CHARLES	27019 33C	LAB TECHN
GRAY	GARY A	433400515	LAKE CHARLES	27019 33D	LAB TECHN
COVER	STEPHEN A	434480552	LAKE CHARLES	27019 33D	LAB TECHN
FOOTIS JR	CHARL M	402500461	LAKE CHARLES	27019 33E	PLT EQUIP SPEC
HUBBELL	MILLIAM R	434429107	LAKE CHARLES	27019 34A	TRAFFIC COORD
THOLETUX	ELZIE L	435445705	LAKE CHARLES	27019 34A	ISSUE CLK
SAPPINGTON	ANDREW L	435445757	LAKE CHARLES	27019 34A	HOUSE UTILITARIAN
STINE	RENNY J	433225273	LAKE CHARLES	27019 34C	STENO CLK

THCAS GROUPS 7 THRU 14 GROUPS 1 THRU 6 SALARIED UNION
EMPL BASE PAYROLL EMPL BASE PAYROLL

LEVEL II

25 251225.00 6 5,150.00 .00

LEVEL I

2 221 253,535.00 71 45,782.00 16 8,300.00

Michels, Douglas E. Sr. Proc. Engr. 9(10) to from P.E.D.

(repl. Joe D. Muntz, Engr. Engr. 10)

Wheeler Robinson, Jr., Jms. S. Sr. Proc. Engr. 9(10) 10 447-40-1765

EMPLOYEE LISTING DECEMBER 31, 1972

LOCATION - CHEM-CCC CHM-MFG-VCM P

PAY ROLL - FIELD

NAME OF EMPLOYEE	S.S. NO.	CITY	JOB CO ST CLS	JOB TITLE
WHITNIE	JAMES A	429526470 LAKE CHARLES	27019 35A	OPERATOR 1ST
HYDER	KERMIT J	439584650 LAKE CHARLES	27019 35A	OPERATOR 1ST
ROSS	DANIEL J	422589155 LAKE CHARLES	27019 35A	OPERATOR 1ST
CLCHMAN JR	JAMES A	434585296 LAKE CHARLES	27019 35A	OPERATOR 1ST
FLATNOT JR	JOSEPH N	435608785 LAKE CHARLES	27019 35A	OPERATOR 1ST
HUGHES	ATHEN C	433501186 LAKE CHARLES	27019 35A	OPERATOR 1ST
FEASTER	ARVEL L	443261609 LAKE CHARLES	27019 35A	1 COLROOMMAN REPARMN
GUILLEY	FREDDIE	437328872 LAKE CHARLES	27019 36A	MECHANIC B
MOCHATCH	LAWRENCE L	433628034 LAKE CHARLES	27019 36A	OPERATOR 2ND
LANIERS	BOBBY J	433502680 LAKE CHARLES	27019 36A	OPERATOR 2ND
FOGLEMAN	MICHAEL J	435608693 LAKE CHARLES	27019 36A	OPERATOR 2ND
SHIRLEY	ROBERT S	436426545 LAKE CHARLES	27019 36A	OPERATOR 2ND
EDUREAUX	JERRY W	437741119 LAKE CHARLES	27019 36A	OPERATOR 2ND
EAKER	BRYAN B	264408417 LAKE CHARLES	27019 36A	OPERATOR 2ND
GERZAS JR	WILLIE R	439607900 LAKE CHARLES	27019 36A	OPERATOR 2ND
BULLER	RICHARD T	439584321 LAKE CHARLES	27019 36A	OPERATOR 2ND
PUERTA	JOHN A	439543368 LAKE CHARLES	27019 36A	PUMPER LOADER
LOAKOWSKI	DAVID L	175322870 LAKE CHARLES	27019 36A	PUMPER LOADER
CHOLLEY	TONY M	268382667 LAKE CHARLES	27019 36A	PUMPER LOADER
GUILLEY	RAY A	437769434 LAKE CHARLES	27019 36A	PUMPER LOADER
LEE JR	RICHARD M	437701718 LAKE CHARLES	27019 36A	PUMPER LOADER
TRAHAN JR	ROBERT L	438505374 LAKE CHARLES	27019 36A	PUMPER LOADER
RILEY	LUTHER C	225409409 LAKE CHARLES	27019 36A	PUMPER LOADER
ADAMS JR	JOSEPH	437687405 LAKE CHARLES	27019 37A	UTILITY HELPER

LOCATION - CHEM-CCC CHM-MFG-VCM P

PAY ROLL - OFFICE

GROSS	THOMAS J	443425305 LAKE CHARLES	27019 11D	OFFICE MGR
HINOTT	JOHN D	141281432 LAKE CHARLES	27019 11G	ENVIR ENGR+SFTY DIR
POPOVAC	DANIEL D	517168396 LAKE CHARLES	27019 11N	MGR
CARLIN	ROGER D	453584415 LAKE CHARLES	27019 11N	PLANT SUPT
FOLCOMB	JAMES R	442387673 LAKE CHARLES	27019 11N	MECH SUPT
HINTON	GRADY T	433649401 LAKE CHARLES	27019 11N	PROC SUPT
GERLACH	RICHARD M	498363101 LAKE CHARLES	27019 12C	CH PROC ENGR ✓
HANEY	CLEO B	453224954 LAKE CHARLES	27019 21N	MGR OF WHSE OPRS
FETZER	PAUL L	444384450 LAKE CHARLES	27019 22A	CHIEF CHEM
WEST	LARRY N	492484481 LAKE CHARLES	27019 22C	MECH ENGR ✓

CCR 000009869

EMPLOYEE LISTING DECEMBER 31, 1972

LOCATION - CHEM-CCC CHM-MFG-VCN P

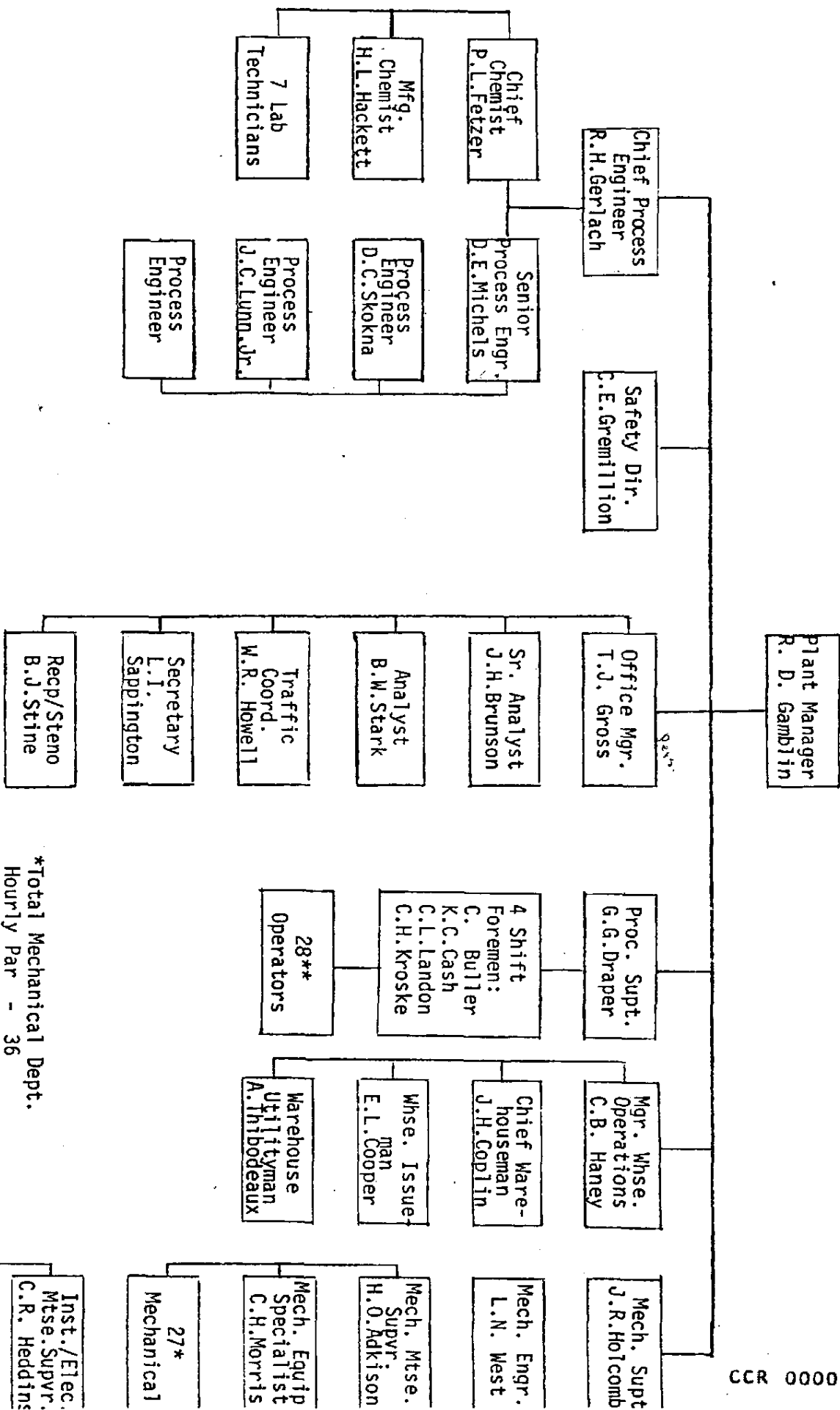
PAY ROLL - OFFICE

NAME OF EMPLOYEE	S.S. NO.	CITY	JOB		GR
			CD ST CLS	JOB TITLE	
LANDON	CLARENCE H	500123377	LAKE CHARLES	27019 23E SHIFT FOREMAN	C
CASH	KENNETH C	430746742	LAKE CHARLES	27019 23E SHIFT FOREMAN	C
BULLER JR	CHARLIE	436428183	LAKE CHARLES	27019 23E SHIFT FOREMAN	C
ADKISON	MORACE D	450347137	LAKE CHARLES	27019 23E MECH SUPVR	C
FEEDINS	CHARLES R	462560055	LAKE CHARLES	27019 23E INSTR MAINT SUPVR	C
COPLIK	JESSE H	438071868	LAKE CHARLES	27019 24A CHIEF WHSEMN	C
STARK	BILLY W	435444029	LAKE CHARLES	27019 31A ANALYST	C
BRUNSON	JAMES H	459262571	LAKE CHARLES	27019 31D SR ANALYST	C
PACKETT	HCHER L	514324525	LAKE CHARLES	27019 32A MFG CHEM	C
LUNN JR	JOHN C	438740886	LAKE CHARLES	27019 32C PROC ENGR ✓	C
SKOKNA	DOUGLAS C	141380778	LAKE CHARLES	27019 32C PROC ENGR ✓	C
CHURNS	RICHARD W	205349545	LAKE CHARLES	27019 32C PROC ENGR	C
GRAY	GARY A	435446315	LAKE CHARLES	27019 33D LAB TECHN	C
COOPER	STEPHEN W	434585592	LAKE CHARLES	27019 33D LAB TECHN	C
COGO	JAMES C	433522951	LAKE CHARLES	27019 33D LAB TECHN	C
ERGM	BRUCE B	433468677	LAKE CHARLES	27019 33D LAB TECHN	C
PTIER	PATRICK J	433562624	LAKE CHARLES	27019 33D LAB TECHN	C
FARRIS	DAVIS J	433323300	LAKE CHARLES	27019 33D LAB TECHN	C
ADAMS	WILLIE J	452768146	LAKE CHARLES	27019 33D LAB TECHN	C
MARRIS JR	CARL H	464260461	LAKE CHARLES	27019 33E MECH EQUIP SPEC	C
MCWELL	WILLIAM R	434629107	LAKE CHARLES	27019 34A TRAFFIC COORD	C
COOPER	ELZIE L	435445709	LAKE CHARLES	27019 34A ISSUE CLK	C
THIBODEAUX	ANDREW L	435444997	LAKE CHARLES	27019 34A WHSE UTILITYMAN	C
SAPPINGTON	LOUISE I	447169082	LAKE CHARLES	27019 34D SECY	C
STINE	BETTY J	438525273	LAKE CHARLES	27019 34D STENO CLK	C

TREAS	GROUPS 7 THRU 14		GROUPS 1 THRU 6		SALARIED UNION		E
EMPL	EMPL	BASE PAYROLL	EMPL	BASE PAYROLL	EMPL	BASE PAYROLL	
LEVEL 11	30	38,245.00	5	3,905.00		.00	
LEVEL 1							
2	212	271,555.00	106	75,581.00	8	7,540.00	

CCR 000009870

VCM PLANT ORGANIZATIONAL CHART - 2-1-74



*Total Mechanical Dept.
Hourly Par - 36

**Total Operating Dept.
Hourly Par - 29

CCR 000009871