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ORGANIC PRODUCTION AND MATERIAL HANDLING DEPARTMENTS LONG TERM OBJECTIVES AND 1967 GOALS AND ACTIONS

December 20, 1966

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.
ask for storage - 1242, TCB & TTCB

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.

1967 GOALS AND ACTIONS

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

Goals

1. No lost time, or near-miss accidents.

2. Achieve a serious injury index less than 9.0.

3. Achieve a housekeeping rating no less than above adequate.

Actions

1. Actively supervise, and insist on compliance with safety procedures, and practices.

2. Completing Bi-annual Safety Audit of all processes, and departments.

3. Completing a minimum of 20 significant safety improvements.

4. Develop and supervise a housekeeping program in each department that defines the continuing actions and responsibilities for housekeeping of all personnel.

5. Conduct departmental monthly safety meetings to insure proper safety knowledge and awareness of all personnel.

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6. Develop periodic safety quizzes for each process to monitor personnel improvement needs.

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

Goals

1. Achieve quality score of 98.0, and R.F.T. Index of 99.0.

2. Achieve a quality complaint index of less than 3.0 per 100 $\overline{M}$ pounds production.

3. Achieve a service complaint index of 7.5 per 100 $\overline{M}$ pounds production.

4. Achieve 98% on-time shipments.

2 way street need orders in advance

Actions

1. Develop the quality awareness of all personnel by emphasizing need, conducting two formal meetings on quality, and actively striving for Plant Quality Award.

2. Improve sampling techniques (bombs), and practices.

3. Provide effective liaison, and process follow-through on Aroclor Quality Improvement Program.

4. Implement and provide effective liaison on improvement projects for finished goods packaging and handling.

5. Maintain product inventories above minimums.

6. Monitor carriers equipment, and compliance with shipping and traffic requirements.

7. Achieve a minimum of four significant quality improvements and two service improvements.

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

Goals

1. Achieve raw material savings of $346 M from 1966 practice.

2. Labor utilization to be improved 5% from 1966 practice after correction for volume increases.

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3. Improve variable direct manufacturing costs at rate at least equal to volume increases.

4. Assist in the development of specific cost reduction items to achieve savings of $417 M.

Actions

1. Achieve the raw material usages targeted in Cost Improvement Program by close monitoring and control of processes.

2. Effectively manage existing work force, and develop labor utilization techniques. Reduce overtime to 7% by more efficient manning, and scheduling.

3. Analyze, improve, and control usages of variable direct costs.

4. Reduce process downtime to less than 2%, and other downtime to 1.5% by elimination of existing process problems and effective scheduling of production.

5. Develop accurate finished goods packaging costs, and initiate actions to eliminate unnecessary costs.

6. Develop improvement plan for Material Handling functions.

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

Actions

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

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

3. Continue process improvement plan, and control of Chlorine operations. Weekly liaison meetings to be continued.

4. Evaluate and implement improvements to Aroclor treatment, and filtration facilities. 7/1/67

5. Develop measurements and controls for "Work to Assist" and "Plant Improvements" costs by 5/1/67.

6. Generate a minimum of three significant increases in production capabilities.

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

8. Provide production liaison for new HB-40 facility.

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

1. Complete F.L.T.T. training of all personnel by 6/1/67.

2. Update I.F.O's and P.F.O's, and devise operator retraining program based on these tools by 6/1/67.

3. All Operating Instructions, and Standard Manufacturing Processes to be maintained current. Review of those 18 months old to be started on 3/1/67.

4. Develop more objective Position Guides for all personnel. Guides to be keyed to objectives, and Position Specifications by 6/1/67.

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

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