



Interoffice Communication

To : R. D. Gamblin
From : John Friend
Date : March 2, 1984
Subject : 1984 OBJECTIVES

Attached are proposed 1984 objectives for the Aberdeen Chemical Plant.


John Friend

rah

attachments

Name John Friend

Part A Quantitative Goals

	Results 1983	Objective 1984	Actual Results 1984
<u>SAFETY</u>			
1. <u>Occupational Injuries</u>			
a) Lost Time	0	0	
b) Medical Treatment	4	3	
2. Improve VCM exposure for Vinyl and Maintenance Department employees exposed above the PEL without respiratory protection (% of personnel dosimeters).	1.4% > PEL	1.0% > PEL	
3. Develop and implement major revisions to the safety control permit system which will provide a second level of approval for certain jobs by requiring involvement of more plant personnel.	-	July 1, 1984	
<u>PRODUCTION</u>			
1. Achieve the following 2/84 reforecasted production levels (assumes no sales, transportation or raw material supply constraints):			
a) Resin	370MM Lbs.	415MM Lbs.	
b) Compound	49MM Lbs.	53MM Lbs.	
c) Dry Blend	50MM Lbs.	52MM Lbs.	
d) Plasticizer	11.0MM Lbs.	14.4MM Lbs.	
2. After total upgrade of no. 7 resin dryer, demonstrate a 15% rate increase above the 1983 test rate.	7300 lbs./hr. of 5385-I	8400 lbs./hr. of 5385-I	
3. Improve the stream day production rate on Compound Line I.	60M lbs./day	63M lbs./day	

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Part A Quantitative Goals

	Results 1983	Objective 1984	Actual Results 1984
<u>COST CONTROL</u>			
1. Reduce energy consumption per pound of production on an adjusted CMA basis.	51.1% Below 1972	53.2% Below 1972	
2. Reduce overtime as a percent of straight time worked.	12.2%	10.5%	
3. Improve the yield of prime grade resin (as a % of total resin production ex pond resin).	97.1%	97.8%	
4. Decrease compound millscrap and H-grade production.	0.0189 lbs/lb.	0.0180 lbs/lb	
5. Achieve the budgeted variable cost efficiencies excluding product mix variances.	\$1.62MM Favorable	Budget	
6. Control costs to no greater than the fixed cost budget excluding depreciation variances.	\$312M Favorable	Budget	
7. Minimize the impact of severe cold weather by reduction of downtime due to freeze-ups.	40 reactor-days downtime	10 reactor-days downtime	
8. Reduce resin sifter overflow production.	0.0036 lbs/lb.	0.0030 lbs/lb	
<u>QUALITY CONTROL</u>			
1. Reduce the number of plant justified customer action requests.	13	12	
2. Improve resin quality control and thereby reduce by 15% the percentage of resin shipments requiring waivers (ex bulk density waivers).	6.1% Waived	5.2% Waived	

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Part A Quantitative Goals

	Results 1983	Objective 1984	Actual Results 1984
<u>ENVIRONMENTAL</u>			
1. Eliminate reportable VCM relief valve discharges.	2	0	
2. Eliminate reportable waste water bypasses associated with pond resin reclaim operations.	3	0	
3. Improve slurry stripping performance and reduce the number of days the slurry average is above 400 ppm VCM.	6 days	4 days	
4. Make application and obtain approval for delisting the plant as a hazardous waste storage site under RCRA.	-	July 1, 1984	
5. Develop a Superfund reporting protocol for the plant.	-	June 1, 1984	
<u>OTHER</u>			
1. Achieve capital expenditure levels on a quarterly basis within +15% of the forecast (excludes underruns and projects placed on "hold").	-25%	+15%	
2. Identify a dollar value of 0739 inventory items which should be capitalized or obsolete rather than carried in spare parts inventory.	-	\$200M	
3. Maintain current utilization of minorities in the hourly workforce.	39%	39%	

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Part B Potential Improvements of Quantitative Factors

SAFETY

1. Reduce to two (2) medical treatment injuries.

PRODUCTION

1. Produce 425MM pounds of resin.
2. Produce 57MM pounds of compound.

COST CONTROL

- | | Estimated Effect
on Earnings
Pre-Tax | 1984
Results |
|---|--|-----------------|
| 1. Reduce energy consumption to 55% below 1972 on an adjusted CMA basis. | \$225M | |
| 2. Reduce overtime to 9.0% of straight time hours worked. | \$ 85M | |
| 3. Improve the yield of prime grade resin to 98.8% of total resin production ex pond resin. | \$120M | |
| 4. Improve variable cost efficiencies ex product mix. | \$400M Favorable | |
| 5. Reduce fixed costs excluding depreciation variances. | \$250M Favorable | |

QUALITY CONTROL

1. Reduce the number of plant justified customer action requests by 23% from 1983 (10 RCA's).
2. Improve resin quality control and thereby reduce by 34% the percentage of resin shipments requiring waivers (ex bulk density waivers) -- 4% waived.

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Part C Special Projects To Be Accomplished During The Year (Non-Quantitative)

PERSONNEL

1. Take action on the highest priority problem in the vinyl resin area (operator training) by developing justification for, gaining approval for and implementing the training program developed by MTS (consultant) for our vinyl unit personnel.
2. Continue and expand the maintenance improvement program on training by continuation of the weekly TPC training for I&E personnel and implementation of training in maintenance management skills for maintenance supervisors.
3. Successfully negotiate a new labor agreement without incurring a strike.
4. Upon anticipated 1984 retirement(s), hire a qualified minority into the plant security guard force.

OPERATIONS

5. Assist R&D and PED to solve the compound fusion problem which is causing serious quality concerns with major customers like Western Electric.
6. Improve the knowledge of our resin cost structure by completing a major resin cost study which will identify costs by resin type.
7. Culminate the development of our high margin, low molecular weight resin by designing a system for and implementing use of a new chain transfer agent which minimizes condenser fouling in low molecular weight resin production.
8. Continue to work with R&E, Marketing and the Business Area in development of new high margin dry blends. In rigid profile dry blends, concentrate plant efforts on product consistency, production rate improvement and quality control techniques.
9. Identify steps to improve plasticizer yields and batch times in order to regain lost capacity resulting from the exclusive use of straight chain alcohols for feedstock.
10. Modernize warehouse operations by installation of the IBM System 36 computer and computerization of the spare parts, raw materials and finished goods warehouses.
11. Improve plant hazard control by developing an interlock PM program.
12. Design a system for minimizing the steam consumed for PVC reactor evacuation.
13. Conduct a plant study to identify the steps required to reduce the increasing city water consumption rate.
14. Improve emergency systems reliability by expanding the weekly fire system checks to include the new emergency generator and the emergency lighting system.

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Part C Special Projects To Be Accomplished During The Year (Non-Quantitative)

OTHER

15. Investigate the possibility of reducing natural gas costs by securing a second supplier.
16. Develop and implement an emergency media communications plan.
17. Evaluate and implement the use of new, more reliable VCM dosimeters.