

MONSANTO CHEMICAL COMPANY
TEXAS CITY, TEXAS

May 9, 1956

VCM OPERATOR REASSIGNMENT

Due to various changes occurring in the VCM process and to the inequality of current operator assignments, it is advantageous to make certain reassignments of job responsibilities in the VCM area.

It has been necessary because of the uncertainty of the future of department 21, to retain sufficient manpower to operate this unit if we were required to do so. We have maintained the "inside man" in department 22 for this purpose. Recently it was decided that department 21 would not be operated and would be dismantled. Therefore, the "inside man" assignment is no longer required.

Over the past year our operational problems have become generally satisfactorily controlled. Our attention must now be directed toward increased production, primarily with a minimum of new equipment. This effort is being directed along the following programs:

1. Increased Refrigeration. The foundations have been poured for the installation of a 150 ton, Freon 11, chilled water refrigeration system scheduled for June. It is a standard air conditioning unit to provide chilled (40°F) water for exchangers after 22P23 and 22E4.
2. Cracker Expansion. Planned for 1957 is a cracker debottlenecking program. It consists of increased reboiler surface on 22D7, 22D9 and 22D10 and increased exchanger surface in 22E1 and 22E4. This is being designed to bring cracking up to the same production level as reaction. It should result in less frequent reboiler switches.
3. General Expansion. This is several years away but, in current thinking, would include additional reactors, crackers and exchangers. It is quite probable that a VCM redistillation column after 22D7 would be added.

With the improved operability of the unit and the expanding production, the reassignment of responsibilities is advantageous.

The recent shutdown and start-up (in early April) pointed up the fact, of which you as well as we have been aware for some time, that the work load of the chiefs and supervision has been unequally distributed.

The staffing of department 10 in late summer will affect VCM because we will probably lose several of our experienced men and replace them with green hands.

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Having considered these many factors, the following reassignments will be effective in the VCM area.

Supervisors	- Ryan, Cutcher
Chief Operators	- Morris, Adams, Grant and Menefee
Operator A	- Distillation (22D5, D6 and D7)
Operator B	- Distillation (22D8, D9 and D10)
Operator C	- Refrigeration and VCM Tank Transfers
Supervisors	- Kongable, Smith
Chief Operators	- Shields, Moore, Carner and Lockard
Operator D	- Department 23
Operator E	- Reaction
Operator F	- Cracking

What are the advantages of these changes?

1. The Chief Operator, Operator and Supervisory work load is more equally distributed, especially during start-ups and shutdowns.
2. Refrigeration becomes a job in itself and a part of the distillation team. The Chief who will start up the new equipment has been relieved of cracking to lessen his load.
3. The distillation work has been redistributed over three men instead of two so the extra man will no longer be required for start-ups and shutdowns.
4. The present distillation man is relieved of VCM tank transfers so he isn't pulled away from his unit.
5. Provides the opportunity for more extensive Chief Operator training and improves the flexibility of operator job rotation and training.
6. Separates the functions of the area so that the Chiefs will require close coordination which will improve teamwork and job knowledge.

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What is the effect of these changes?

1. Shields, Moore, Carner, Lockard and Ferguson must learn cracking.
2. Morris, Adams, Grant, Menefee and Omenson must learn and teach their operator the new refrigeration system.
3. Several shift position changes for operators will be required.
4. Four men must learn the refrigeration job.

How will the changes be made to minimize the time to make the change-over and provide the necessary training?

1. Beginning May 14, Shields, Moore, Carner, Lockard and Ferguson will begin training with supervision for four hours weekly and on-the-job training with the chiefs experienced in cracking while on shift.
2. On May 21, operator shift changes will be effective in which the "inside man" assignment will be eliminated and four operators will begin training on refrigeration. During this period Cracking and Distillation jobs remain unchanged but job rotation ceases temporarily.
3. On May 28, cracking is shifted to the new set of chiefs but they continue training with supervision and other chiefs as necessary. The Distillation and Refrigeration jobs are separated and on-the-job training for the refrigeration men will continue as necessary.
4. From May 14 to July 2 (seven weeks) all job rotation will be stopped while everyone gets the feel of the new assignments. Then rotation will be resumed with the objective of having all men trained in all jobs so general rotation can be accomplished.

This reassignment of Chief Operator and Operator job responsibilities is the result of many months of detailed consideration of the various factors involved and we feel that it provides a more equitable basis of work distribution to all concerned.

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