



Interoffice Communication

To J. R. Pavao - Houston

From J. W. Ware

Date August 13, 1981

Subject

The Conoco VCM Plant is located in Lake Charles, Louisiana. This is a unique facility where employees are free from the cost and restrictive work practices of third party union representation. Field employees receive many benefits similar to those enjoyed by professional, salaried personnel in the Conoco organization including the direct participation with plant management in policy-setting. As a result, field employees exhibit a high degree of job commitment, leading to a spirit of cooperation and a high standard of productivity and safety. The plant is an established model in the industry for high mechanical stream factor and operating efficiency and has operated seven years without a lost time occupational injury.

A handwritten signature in dark ink, appearing to read "J. W. Ware".

J. W. Ware
Plant Superintendent

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CCR 000009439