UNION CARBIDE

INTERNAL CORRESPONDENCE

BUSINESS CONFIDENTIAL

UNION CARBIDE CORPORATION P. O. BOX 8004, SOUTH CHARLESTON, WV 25303
SILICONES AND URETHANE INTERMEDIATES
SOUTH CHARLESTON PLANT

To (Name) Mr. L. W. Phair
Division
Location
Area

Date October 23, 1980

Originating Dept.

Area

RECEIVED
OCT 27 1980
R. P. Fulknier

Copy to Mr. R. P. Fulknier
Mr. W. A. Garrett

Subject: Project Insulation Crew

The work of the Project Insulation Crew on the plant's main steam headers will be completed within the next 2-3 weeks. We need to set direction for future utilization of these people.

Experience at other UCC locations, discussions with you and members of the Maintenance Management Team, plus input from Operating Department Heads and C. E. Fry, all suggest that we should consider retention of this insulation crew to upgrade insulation within our operating units. This conclusion is supported strongly by members of the present crew. All respondents feel that the plant's present insulation needs can most effectively be addressed by a combination of project crew and our regular area insulators. The project crew is to concentrate on preplanned "blocks" of upgrading, with the area insulators attending to miscellaneous insulation work associated with day-to-day unit repairs or alterations.

We propose to form a standing Project Insulation Crew of 10 people, plus its own supervisor. Past efforts to effectively use such a crew under the direction of the insulator supervisor in the particular area where work was being carried out have not proved to be successful on a continuing basis. They did not receive sufficient supervisory attention, and there was a tendency for their efforts to be dissipated on day-to-day miscellaneous stripping and repair work. The proposed crew would be used solely for upgrading work, planned in advance in conjunction with the operating department receiving the service. The Area Maintenance organization would neither borrow crew personnel, nor be associated with their supervision. To help assure this separation, it is proposed that the crew's second-level of supervision be provided by E. O. (Dick) Harrah, whose qualifications include a past assignment as head of our old Area 6.

We are now in the process of identifying "blocks" of insulation upgrading work within each operating department in the plant. A block of such work is roughly defined as any combination of line, vessel, or equipment insulation within a department that meets the following criteria: 1) A minimum of one week and a maximum of 2-3 weeks of work for the proposed crew, and 2) Is confined to a small enough geographical area of the particular unit to permit effective hour-to-hour supervision. The concensus is that scattered work, or longer intervals of concentration, would promote lower productivity.

PLAINTIFF'S EXHIBIT
UC-2332

Union Carbide trial exhibit UC-2332: J. S. Cornell to L. W. Phair on Forming a Standing Project Insulation Crew at th… Published by AsbestosClaims.Law
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When identified, blocks of upgrading work would be scheduled on a plant-wide priority basis, considering input from both the involved departments and C. E. Fry. Prior U/A would be secured with the owning Department Head as to the scope of each block, the duration of work, and the probable cost. Required materials for each job would be on site before work started, and would be secured before the preceding job was completed. Progress reports on each block of work would be prepared as the job moved toward completion to assure that commitments were met, or deviations were understood and accepted. Crew-related costs will be assigned to a new account, 327440, so they can be separated from area insulation work both on a departmental and a plant-wide basis.

The present steam-line crew would serve as the nucleus for formation of the new crew, with some limited personnel changes. Such changes would provide an appropriate craftsman-apprentice balance, and assure that all members of the new crew were assigned at their election. Future crew assignments would be made as necessary to maintain these conditions, where possible. We suggest that the new crew be housed in Bldg. 428, using existing crew facilities, and that we continue our present practice of providing transportation to the current job site.

If this approach to plant insulation receives your endorsement, we would intend to sustain it as long as meaningful crew-type work was available, and our clients agreed that the approach was cost-effective. A failure to meet either of these necessary conditions would initiate an immediate review of our approach, to alter or eliminate the special crew.

As expressed earlier, there is a broad concensus in support of this proposal. Your endorsement, and that of the other managers is solicited. Also solicited is approval to recognize the contributions of the present crew's upgraded supervisor, Mr. W. B. (Bill) Spurlock. We recommend that he be promoted to Maintenance Supervisor and be assigned responsibility for the new crew, reporting to Dick Harrah. He has demonstrated an ability to get the work done, not only on the steam headers but on the recent EO line repair job which called for the insulation of 2500 feet of 2-inch line on a crash basis. He has the support of the present crew, as well as the Maintenance Management Team. We have reviewed the potential to promote a female, minority, or younger craftsman, and conclude that this opening does not represent a viable opportunity for such a promotion. This promotion will not detract from our ability to meet the 1981 exempt head count limit in Maintenance. Please advise as to how we should proceed.

J. S. Cornell

JSC:mb

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