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Statement of Company Goals

The Morgan Company

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Morgan Construction Company was founded to create and produce for the Steel Industry at home and abroad, continuous rolling mills and allied products of unequalled merit, resulting in profit and lasting satisfaction to its customers and to the community of people that are the Company.

To sustain the constant challenge of this purpose, we must:

- Know intimately and anticipate the needs of our customers through constant inquiry and contact, research and development.
- Engineer and design products that are the best obtainable for their purpose, consistent with economy of operation and maintenance and at the lowest price compatible with top quality.
- Provide prompt, effective service in connection with installed products throughout their operational lives.
- Maintain among ourselves a working climate that stimulates loyal team-work, mutual frankness and an objective creativity; that attracts, develops and holds able and talented employees.
- Foster and enhance an earned reputation for courtesy and integrity in all our relationships - with customers, community and our own people - by managing our affairs and our organization with clarity, fairness, prudence and human understanding.

14 September 1961
To implement these basic and general goals, specific objectives are necessary.

1. **Research and Development** is vital to our field of endeavor in a world of accelerating, scientific advancement and discovery. Our Company's success was founded on "firsts" and the courage to break new ground. If we are to remain in the technical forefront we must prepare the soil and sow the seeds of invention and innovation. Creativity and imagination should be present in every aspect of our operations. (Each supervisor should be alert to discover and adopt new means to expedite, simplify and improve the functioning of his department.)

2. Organization of the entire Company and each of its components must be well integrated. This requires an understanding on the part of all supervisors of the place function and responsibility of all departments in the organization's framework. Organization charts and job descriptions are necessary tools to this purpose.

3. Definite two-way channels of **Communication** must be established and kept open throughout the Company, vertically and laterally for the intelligent co-ordination of effort, maintenance of high morale and to prevent short-circuiting in the chain of command or the pigeon-holing of valuable information. To keep the channels clear of extraneous matter, a definite reporting policy should be established, maintained and reviewed periodically.

4. **Long range Planning** should enter, where possible, not only in the overall goals of the Company but also in all departments. Shorter range objectives should be set up along the line to insure progress and definite attainment.

5. **Evaluation** of programs, procedures and policies should be made periodically and appraised in relation to goals and objectives. Department managers, subject to higher approval, are encouraged to prepare their own plans and standards thus having a basis for self-evaluation and appraisal of departmental performance.

6. **Good Human Relations** are important and enter into every level and aspect of our operations. An understanding of and belief in our philosophy, objectives and methods on the part of all employees is essential to smooth and successful progress. An understanding of and belief in the people a supervisor directs, works with and works for is of equal importance. In this way we all respond to the spirit beyond the letter of rules, requirements and responsibilities.

14 September 1961