



**From  
Bob Klang**

**QUALITY  
PROCESS  
ADMINISTRATOR**



The Quality Newsletter will be sent every three months to each employee in our Division - at home. Do you know why? It is so you and your family might become more familiar with the Quality Improvement Process. Our Division is heavily committed to applying this approach to all of our work.

### ***Why is this being done?***

Because Rexham Corporation management as well as the Machinery Division management believes this new concept of Quality can reduce hassle for each of us as individuals, and help insure the long term survival of the organization.

### ***What is new and different about this Quality?***

Several things are new and different - and important! For example, every person in our Division is involved, or will be involved as soon as the process has had time to be brought to everyone. In addition, every one of us is represented on a local Quality Improvement Team. You may or may not be aware of this, but as time goes on, awareness should increase for all of us.

You may be wondering where all this new emphasis on Quality started. Two or three years ago the top executives and managers of Rexham Corporation were exposed to and impressed by the concepts of Quality which had been developed by a man named Philip Crosby. He worked out a process that not only allowed business to compete successfully in very tough markets, but also reduced the hassles that people had in their jobs.

Our executives attended special seminars and conferences presented by Philip Crosby and his organization, and decided that Rexham would benefit by following his process. Other companies that have benefited from the Crosby approach to Quality Management include IBM, 3M, Tennant, AMP, J.P. Stevens, Celanese, ...we are definitely in good company.

Managers at each plant location, and in many executive and administrative positions throughout Rexham, were given special education and training in various aspects of the Quality Improvement Process. Our Division has been at it less than two years.

Please notice that we call it a "process". We don't use the word "program" because programs have a beginning, go through a specific routine or procedure, and have an end. Giving a party, for instance, could be considered a program.

Raising a family, on the other hand, is a process. It goes on and on, and requires a great deal of effort, education, commitment, and communication. The Quality Improvement Process has some similarities to raising a family.

It requires commitment, and faith that improvement can be made. It works best with understanding and good will. And, as the process is worked through successfully, everybody involved can feel good about it.

In the Machinery Group we are off to a good start. At this time we are the leading Division in the Process. All of us (with the exception of some new folks) have been exposed to the Four Absolutes of Quality and the fourteen step plan. All of us are aware of what the Process can do for us. We have already been able to identify some successes. Although we honor the "Employee of the Month" it is not individuals working by themselves

that has allowed these successes. It is *all* of us talking, working and enjoying the elimination of hassle that has and will continue to give us success with the Process.

In this issue and following issues we are featuring our successes and accomplishments through the Process. I believe we can be proud of what we have accomplished so far. Our dedication to the Process will continue to be tested. I'm sure we all want to maintain our leadership within the Corporation and continue with even greater successes in the future. Together we can achieve these goals.

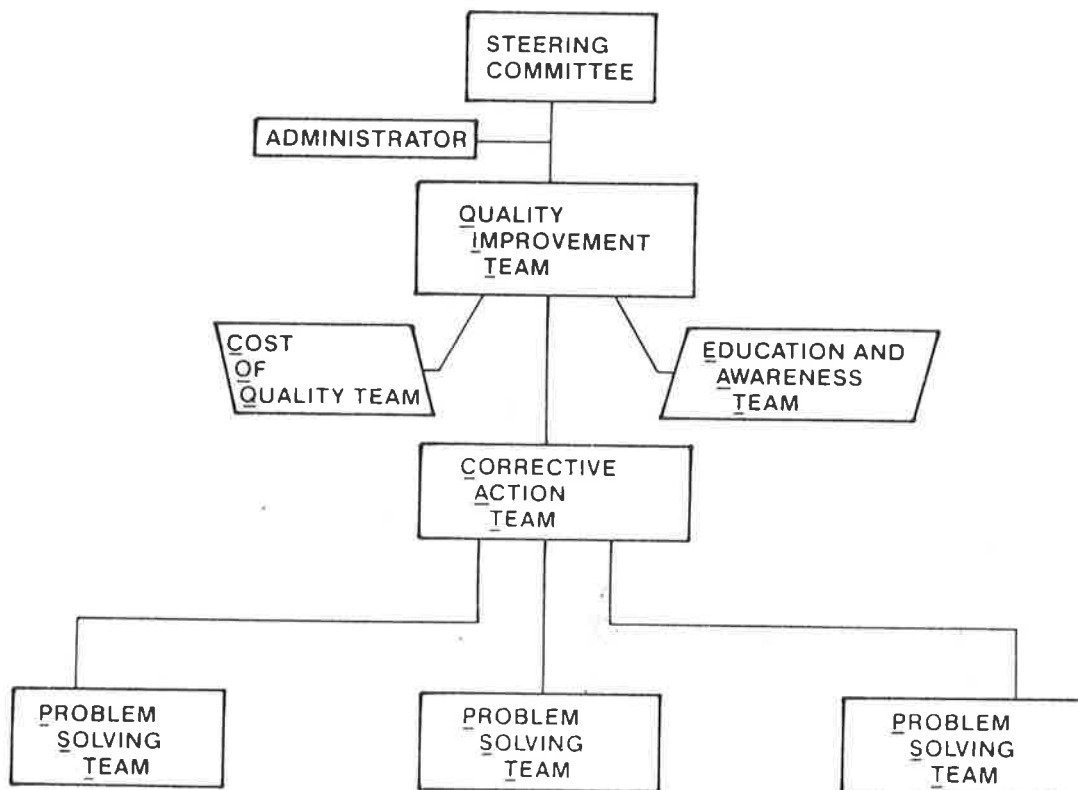
**WINNERS ARE ALWAYS QUALITY PEOPLE**

Nina Colley

**QUALITY - TOGETHER WE CAN DO IT**

Pete Laskowsky

# QUALITY IMPROVEMENT PROCESS



**SOLUTION:** As team leader, Bill Van Orden encouraged team members to meet with the Purchasing Manager and the Accounting Manager to thoroughly review the process of receiving. These efforts in identifying the requirements of "his customer" (Purchasing and Accounting) plus his diligent attention to assure that these requirements were met have resulted in *no receiver errors in the last eight weeks.*

Bill received strong support in this effort from his shop team members, Charles Borden, John Cowan, and Fred Freed.

---

## FEBRUARY 1985 DON PERKINS



**PROBLEM:** When a new product is first released to the floor, many drawings and parts lists must be changed as the shop and production control turn the paper and numbers released into machinery. Sometimes, engineering directives have been confusing to those trying to interpret down stream. Drawing changes are sometimes missed. This was potentially true of our new ETERNA packagers.

**COST:** Each drawing error not corrected will repeat itself with the release of each subsequent ETERNA, costing additional labor with each occurrence. Each engineering directive that is confusing can cost time and hassle. These problems can cost unnecessary minutes or hours.

**SOLUTION:** Quoting Don's nomination: "Don has shown exceptional strides in opening the communications door between Engineering and Production Control. His efforts to inform of directives relating to ETERNA changes prior to sending them through the print room have substantially reduced the confusion and extra work created by some engineering directives."

Don's extra efforts in this communication, as well as making sure the changes requested from the shop floor were acted on, has been noted and commented on by many.

## MARCH 1985 DEBBIE MARSIK



**PROBLEM:** Through the Quality Process two of the problems identified in the Data Processing area were key punch errors during data entry and operator errors on the computer runs. Charting showed data errors averaging four per week and operator errors averaging three per week.

**COST:** Each error requires some man hours and machine time for corrections. The total number of errors listed above were estimated to have been costing a minimum of \$150 per week.

**SOLUTION:** Everyone in the Data Processing Department was apprised of the key punch errors and operator errors as they were charted. All agreed and participated in a concerted effort to reduce these errors. Debbie Marsik, as Senior Operator, and the only one in the department involved in both data entry through key punching and actual operation of the computer found herself in a key role in this effort. Through co-operation of her fellow employees and meetings to eliminate communication gaps with other departments Debbie led the way in the reduction of errors. In fact, after nine weeks of charting there had been no errors recorded on either of the charts. The decision was made to stop maintaining the charts.

**THE MORE QUALITY REIGNS .....  
THE LESS FIRES YOU FIGHT**

Roger Johnson

**QUALITY IS WHEN THE CUSTOMER STOPS  
SPECIFYING AND STARTS EXPECTING**

Dave Ambuehl

**TO SOLVE A PROBLEM - GET THE FULL  
PICTURE - ILYQATU QUALITY**

Charlie Rixon

## APRIL 1985 KATHY JORDAN



**PROBLEM:** By the end of the first quarter of '84 charting had indicated there were three serious problems in the Parts/Service order area. They were: orders being duplicated via written confirmation of phone calls, obsolete parts being ordered as specials because they were not cross checked against replacement parts, and parts orders being delivered to the plant with the description, quantity or typographical errors. The above were occurring on an average of approximately 15 orders per week.

**COST:** In most instances an incorrect order leaving the plant results in return shipping costs, repeat in-plant selection of parts and a new shipment, and a credit memo having to be processed. It is estimated that each incorrect order leaving the plant could cost us up to \$100.00 in extra charges.

**SOLUTION:** Kathy Jordan devised and implemented a cross referencing system to eliminate the duplication of phone orders when the written confirmation was received. She also established a method for cross referencing all obsolete parts with current on the shelf replacement parts numbers so as to eliminate costly special orders. In addition, she and other department members were more diligent in proof reading orders prior to releasing them to the plant.

By year's end and through the first two months of 1985 the average number of errors per week was less than two. Possible cost savings of up to \$1000.00 per week.

**QUALITY...DON'T ANTICIPATE; PARTICIPATE**

John Schroeder

**QUALITY ONLY WORKS WHEN YOU DO**

Nina Colley

**QUALITY... IT'S NOTHING WITHOUT U AND I**

Christy Gaylor

## MAY 1985 PETE LASKOWSKY



**PROBLEM:** Corrective action was not being implemented on all parts that did not "conform to requirements". Based on first quarter 1985 charting it is estimated that only 25% of the non-conforming items during 1984 were flagged by the corrective action process.

**COST:** At present, not enough data is available to equate the dollars saved, but we know the practice of accepting parts that were "close enough" could escalate into field problems. Particularly when there were several "close enoughs" so as to cause a synergistic reaction. (Synergistic: when the total effect is greater than the sum of the effects independently.)

**SOLUTION:** Encourage all concerned to "tighten up" on standards and to *write up* corrective action forms.

Since the beginning of the Quality Process, Pete has played an active role by demonstrating his enthusiasm and encouraging his fellow employees to join him.

## SLOGAN CONTEST

Each month two slogans will be chosen for display as banners and posters.

1. Slogans must relate to the Quality Process.
2. The Education and Awareness Team will choose the winners.
3. Slogans submitted become the property of E.A.T.
4. Winners will receive a "Quality" tumbler. In addition to their name being displayed with the slogan.
5. Submit signed slogans *in writing* to any member of the E.A.T.

# Q.I.P. EMPLOYEE OF THE MONTH SELECTION

1. **CRITERIA:** Outstanding contribution to the Q.I.P. by positive improvement in an area of concern that has been recognized as requiring corrective action.
2. **RULES:**
  - A. No statute of limitation - i.e., a nominated employee who is not selected one month would still be qualified for selection in subsequent months without limitation.
  - B. An employee can repeat win after 6 months.
  - C. Candidates may be nominated by any Rexham/Bartelt employee, anonymously if desired.
  - D. A box will be placed in the canteen to receive nominations.
  - E. Selection will be made by the E.A.T. from nominations submitted.
3. **REWARDS:**
  - A. Framed certificate.
  - B. Photo and deed explanation on Bulletin Board for entire month.
  - C. Sunday brunch for 2 at Hyatt.
  - D. Name on marquee at corner of DeSoto and 301.
  - E. Use of #1 parking space for one month with appropriate placard for dash of automobile.

## SEPTEMBER 1984 DONNA SEIFRIED

**PROBLEM:** As a result of shop work there are approximately 400 transactions that must be recorded daily.

Errors of 3% per day were being experienced.

In April a goal of reducing errors by 50% or to less than 1.4% was established.

**COST:** When an error is noted it is necessary to research to find the cause of the error - make necessary corrections - and resubmit for compilation program. This process can take from five minutes to as long as three hours.

**SOLUTION:** Donna Seifried was put in charge of charting the edit report errors. Through her diligent efforts in *communicating* to all involved the importance of "DOING IT RIGHT THE FIRST TIME", errors for the entire month of August were .01%.

## OCTOBER 1984 DAISY KING



**PROBLEM:** We were experiencing a rather significant amount of no-charge shipments and credit memos.

A decision was made to reduce both of the above through diligent checking of the reasons for no-charge shipments or credit memos being issued and by making sure that all parties involved were aware of the expenses involved and accepted the responsibility for their personal involvement.

**COST:** Time and paperwork process involved in a credit memo has been costed out at \$80.00.

**QUALITY DOESN'T COST - IT PAYS**

Mer Rusch

**SOLUTION:** Daisy King was charged with helping to create new forms for authorization of credit memos and no-charge shipments. She was also charged with charting the results of these forms versus past history. Through her diligent efforts in *communicating* to all involved the importance of "DOING IT RIGHT THE FIRST TIME". The results so far are: Credit Memos reduced 23%; No-Charge shipments reduced 48%.

---

## NOVEMBER 1984 SANDY SHEWCHUK



**PROBLEM:** The processing of medical claims was taking inordinately lengthy periods of time.

It was decided to educate employees in how to complete and properly submit claim forms and to thoroughly review all claims before forwarding to the insurance carrier.

**COST:** Approximately one-half of all submitted claims were being returned because of insufficient information.

**SOLUTION:** Sandy Shewchuk has been responsible to review all bills and claim forms before they are submitted to Provident. She has put forth extra effort to instruct employees in the proper method of completing claim forms, submitting bills and prescription receipts — especially those that are new or who have complex problems — so it can be "DONE RIGHT THE FIRST TIME". Because of her diligence in this endeavor the percentage of claim forms returned as a result of insufficient information has been reduced from approximately 50% a week in the first month of charting to just over 5% for the month of September. There were even six weeks which had zero claims returned for corrections.

## DECEMBER 1984 MIKE ALEXY



**PROBLEM:** The commitment for the quality process was almost a year old and, with no visible signs of success, many people were losing enthusiasm.

**COST:** Hundreds of man hours had been spent teaching the process and several teams were meeting on a regular basis.

**SOLUTION:** Mike Alexy had been elected Chairman of the Quality Improvement Team by his peers. His commitment to that responsibility led him to the conclusion that we needed to make some drastic changes.

"We don't know of any individual that has so far been so enthusiastic about the process nor been so instrumental in keeping us all from failing."

---

## JANUARY 1985 BILL VAN ORDEN



**PROBLEM:** In May of 1984 we began charting the receiver errors generated each week. The average number was between 15 and 20.

**COST:** Each error required several man hours to trace through the entire process of ordering and receiving in order to correct the discrepancy and determine the status of the order.

*reported by Fred Brown*



**PROBLEM:** We were experiencing numerous recurring errors on parts shippers - ranging from typing errors on the master to improper parts being pulled - to verbal changes being ordered after the paper work was partially or even fully completed through invoicing.

**SOLUTION:** In an effort to identify possible sources, of and solutions to the problems and to clarify proper procedures for correcting errors, a meeting was held on November 30, 1984. Representatives of Manufacturing, Shipping, Marketing, Service and Accounting were present at that meeting.

The following items of action were decided on at that meeting:

1. Personnel in the stockroom met, went over examples of errors traceable to their area and were instructed in the proper procedures for pulling stock parts for shipments.
2. Shipping personnel began to check and verify information on shippers and to return incorrect shippers for correction at the source of the error.
3. Shipping department began charting the number of errors by types.
4. Accounting was to chart shipper errors which reached that department.

**RESULTS:** An immediate result of the above meeting was that the Accounting Department had nothing to chart! In the nine weeks beginning 12/3/84 only 9 errors on shippers slipped by Shipping. Five of those errors were in the first three weeks of charting and there were three weeks with no errors.

Shipping and Stockroom personnel are catching and correcting errors before parts shippers leave the shop. According to the chart being kept in Shipping, there are seven types of errors.

The results of this chart are that the types of errors have been identified; thereby making it possible to address the causative problems at their source.

Congrats to those who have been instrumental in this success story.

**PROBLEM:** One of the earliest problems identified through the Quality Process was lack of information on purchase orders. It is important that we know whether or not all items are subject to sales tax. A review showed that slightly over 50% of all purchase orders did not include the indicator.

**COST:** The Accounting Department had to refer back to the Purchasing Department in order to establish the tax indicator and approximately one hour per day was being spent for this effort.

Additional costs were incurred if we, in fact, were paying tax when not necessary and we could be penalized by the state for instances where we were supposed to pay a tax and did not.

**SOLUTION:** The primary responsibility for review of all purchase orders prior to their release to Accounting is Pauline. She focused her attention on this problem and during the last nine months of 1984 reduced the number of omissions on PO's from 50% to less than 10%. Since the first quarter of '85 this problem has not been tracked because the percentage remains low and continues to decrease.



# WANTED

**EMPLOYEE OF THE MONTH NOMINATIONS**

**QUALITY SLOGAN SUGGESTIONS**

**SUCCESS STORIES**

Turn them in to your E.A.T.



## SUCCESS STORY

Left to Right:

Charlie Rixon  
Roy Williams  
Pete Laskowsky  
Don Brice  
Richard Wingate - *Chairman*  
Hans Clemens  
Nathan Cole

The "STP" (Solve the Problem) team used charting to make us all aware of a problem. The problem, operations held up for lack of immediate inspection, has improved to the point that the chart has been retired. The STP team will continue to monitor the situation to be certain the problem does not come back.

It is interesting to note that often, as in this case, communicating problems through charting makes everyone aware of the problem. Those involved do what they can to help, and almost mysteriously the occurrences drop off or disappear.

Congratulations to the entire STP team for identifying, communicating and curing a problem.

---

## SUCCESS STORY

Left to Right:

John Cowan  
Fred Freed  
Bill Van Orden  
Charles Borton



Congratulations to Bill Van Orden, Charles Borton, Fred Freed, and John Cowan for identifying and dramatically reducing an irritating and time consuming problem.

Twice weekly Data Processing issues an Unmatched Report. This report reflects parts added to stock and compares the add to stock cards with receivers, process close outs, and return to stock cards.

Historically each report had several errors. The average time required by Manufacturing Services to correct the reports was approximately five hours each week.

Although the occurrences of this problem were not charted, this team working with Data Processing, developed a method of assuring greater accuracies in matching necessary information.

Bill, Charlie, Fred and John have really caught the essence of the Quality Improvement Process, identify the root source of the problem and install corrective action to cause it to go away. Data Processing confirms that 99% of this problem has been eliminated.