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Riverdale Quality Bulletin  
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Riverdale Works

# Quality Bulletin

Excellence Can't Wait

A weekly publication for the employees of the Riverdale Works

IN-PLANT REJECTIONS AND CUSTOMER COMPLAINTS FOR SURFACE DEFECTS CONTINUE TO BE THE MAJOR QUALITY PROBLEM FOR PRODUCTS MANUFACTURED BY THE STEEL DIVISION. IN PREVIOUS BULLETINS WE HAVE DESCRIBED THE PROBLEM AND THE CORRECTIVE ACTIONS. OUR THEME IS, "EXCELLENCE CAN'T WAIT". THE COMMENTS SHOWN BELOW FROM A VERY GOOD CUSTOMER - "WASHERS, INC." - EMPHASIZES THE NEED FOR IMPROVEMENT QUICKLY. AS YOU CAN SEE, THESE COMMENTS ARE FROM AN EMPLOYEE OF WASHERS, INC., WHO HAS SUGGESTED THAT ACME STEEL BE ELIMINATED AS A SUPPLIER. HIS COMMENTS HIT HOME ABOUT THE IMPORTANCE OF QUALITY AND KEEPING OUR CUSTOMERS.



WASHERS, INC.

33375 GLENDALE  
LIVONIA, MICHIGAN 48150

PHONE (313) 523-1000

### SUGGESTION PROGRAM SUBMISSION FORM

Describe present method or condition:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What specific improvement do you suggest?

STOP BUYING FROM ACME,  
STEEL IS GARBAGE  
\_\_\_\_\_  
\_\_\_\_\_

What improvement can be expected from this suggestion?

Less down time with rejection +  
banding  
\_\_\_\_\_

1-10-89  
date

Larry Horna  
employee signature

Date: 3/27/89

Bulletin No.: 017

PAUL H. EGBERS, DIRECTOR OF METALLURGY  
AND QUALITY ASSURANCE  
EXTENSION 2281





Riverdale  
Works

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POOR QUALITY IS VERY COSTLY. WE CAN ALL AGREE ON THAT POINT WHEN WE SEE THE LOSSES IN PROFIT ASSOCIATED WITH CUSTOMER COMPLAINTS AND IN-PLANT DIVERTS.

POOR QUALITY ALSO AFFECTS THE PROFIT MARGINS ON PRODUCT THAT REQUIRES REWORK. REWORK OPERATIONS SUCH AS BACKCOILING, TEMPER PASSING, REWINDING, PICKLE LINE CUTBACK, ANNEALING AND SLAB GRINDING CAN COST \$10 TO \$30 PER TON DEPENDING ON THE OPERATION AND THE LOSS OF PRODUCT YIELD.

REWORK DUE TO POOR QUALITY ALSO CONTRIBUTES TO PROCESSING DELAYS, LATE DELIVERY AND UNHAPPY CUSTOMERS.

THE MAJOR REASONS FOR STEEL REWORK (ALSO KNOWN AS SHOP CHANGES) ARE LISTED ON THE ATTACHED PAGE FOR THE YEARS 1986 THROUGH 1988 AND FOR THE FIRST QUARTER OF 1989.

EVERYONE SHOULD KEEP IN MIND THE HIGH COST OF REWORK OR EXTRA HANDLING IN ANY OF THE OPERATIONS STARTING WITH COAL AND ORE HANDLING THROUGH STEEL AND STRAPPING FINISHED GOODS. DO IT RIGHT THE FIRST TIME CERTAINLY APPLIES IN ALL OF THESE CASES.

P.H. EGBERS  
DIRECTOR OF METALLURGY  
AND QUALITY ASSURANCE

Date: 4/10/89

Bulletin No.: 019



# Quality Bulletin

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A COMPANY'S COMMITMENT TO QUALITY MUST START AT THE TOP OF THE ORGANIZATION.

AT ACME, WE HAVE THAT COMMITMENT. SHOWN BELOW IS THE POLICY STATEMENT FROM B.W.H. MARSDEN, THE PRESIDENT AND CHIEF EXECUTIVE OFFICER OF ACME STEEL COMPANY. THIS STATEMENT IS PART OF THE QUALITY ASSURANCE MANUALS FOR STEEL AND STRAPPING PRODUCTS.

Section 1  
Page 6 of 8  
Rev 1-1 9-30-86

POLICY STATEMENT

ACME STEEL COMPANY IS DEDICATED TO PRODUCING A WORLD CLASS COMPETITIVE PRODUCT TAILORED TO EACH CUSTOMER'S INDIVIDUAL NEED.

TO ACHIEVE THIS END, WE ARE COMMITTED TO AN ONGOING PROGRAM OF UPGRADING OUR PROCEDURES, FACILITIES, AND WORKMANSHIP AT EVERY STAGE OF THE MANUFACTURING PROCESS. THIS WILL BE SUPPLEMENTED WITH THE TOTAL INVOLVEMENT AND IN-DEPTH TRAINING OF THE EMPLOYEES AND THE USE OF STATISTICAL PROCESS CONTROL AND OTHER QUALITY MANAGEMENT TECHNIQUES.

IN THE MARKETS WHICH WE SERVE WE INTEND TO INCREASE OUR PARTICIPATION BY DEMONSTRATING TO ALL OUR CUSTOMERS THAT WE ARE THE QUALITY LEADER. COMMERCIALY COMPETITIVE, WITH OUTSTANDING SERVICE TAILORED TO EACH CUSTOMER'S NEEDS.

*B.W.H. Marsden*  
PRESIDENT AND  
CHIEF EXECUTIVE OFFICER  
ACME STEEL COMPANY

BWHM:cv  
09-11-86

THIS COMMITMENT MUST ALSO BE MADE BY EACH OF US AS EMPLOYEES OF ACME STEEL. THE COMPANY IS COMMITTED BY DESIGNATING A LARGE PORTION OF THE CAPITAL PLAN FOR 1989 TO QUALITY IMPROVEMENT PROJECTS.

ON ANOTHER NOTE, THE COST OF POOR QUALITY SHOWS IN THE FEBRUARY STATISTICS FOR CUSTOMER RETURNS AND SCRAP ON STEEL PRODUCTS. OVER \$400,000 WAS PAID TO OUR STEEL CUSTOMERS FOR MATERIAL THEY WERE UNABLE TO USE DUE TO POOR QUALITY. ON A YEARLY BASIS, THAT RATE WOULD AMOUNT TO OVER \$5,000,000.

P.H. EGBERS  
DIRECTOR OF METALLURGY AND  
QUALITY ASSURANCE

Date: 3/6/89

Bulletin No.: 015



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YOU'VE GOT WHAT IT TAKES TO CONTROL QUALITY

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YOU KNOW THE PROCEDURES.

YOU KNOW THE PRACTICES.

YOU KNOW YOUR JOB.

YOU KNOW YOUR EQUIPMENT.

YOU KNOW YOUR RESPONSIBILITIES.

YOU KNOW WHAT IS EXPECTED OF YOU.

YOU KNOW ACME'S CUSTOMER NEEDS.

YOU APPLY THE KNOWLEDGE.

KNOW WHAT? YOU'LL DO A BETTER JOB FOR ACME AND OUR CUSTOMERS.



Y O U

P. H. EGBERS  
DIRECTOR OF METALLURGY  
AND QUALITY ASSURANCE  
EXTENSION 2281

Date: 2/27/89

Bulletin No.: 014