Bird
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PLAINTIFF'S EXHIBIT
BIR-1017

Memo To: See Below

From: W. E. McClung

Subject: RUNNING SHINGLES DRY

Date: 11/5/84

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Gentlemen -

We are going to have to run our shingles dry. We've been saying this for months but its not getting through to our Foremen and Inspectors.

One of the big topics discussed under Quality at the recent East Walpole meeting was attacking a problem at its source - - get to where the bad quality is being caused - and stop it there.

Bob Carlson just wrote us up for wet shingles in our warehouse inventory during his inspection tour. It got me in a jam because it contributes to talc transfer and I told East Walpole we'd whipped it. Last week after just completing a Foremans meeting in which the subject was discussed relative to fishmouthing on Wind Seals, I found the day shift producing wet shingles. The reason I was given was that if we didn't run them wet #9 would stick up. And it did - but no one went to get Rodney, Jimmy, or Earl to remedy the problem at the source. I did, and they corrected the problem.

I just got a weekly inspection report from Pat Ladner stating that they found shingles too wet during inspection Saturday before last.

Now I know full well that Shreveport has run wet shingles for years. They used to be wetter than they are now - we even had water nozzles beneath the fans in the finished looper.

And we've all discussed how extremely difficult it is to break old habits here despite who says to or how many times. We're gonna break this one Gentlemen, one way or another. No more talk on this - lets get it done.

Now read the following very carefully and advise if you have <u>any</u> questions:

Shreveport is henceforth to run our <u>total product line</u> dry - back and face. The Front End FS-10 Foreman is responsible for this, and will be held accountable. The Inspector on that shift is responsible for helping keep watch on those shingles and letting the Foreman know when they are wet. Wet shingles found in the warehouse will be considered the Inspectors problem too since he has authority to hold shingles.

Now does the above mean catch wet shingles and be sure to hold them. No - it means <u>don't</u> make them. Hot End Foreman must see that proper adjustments are made in the cooling section on slow downs and stops. Front End Foreman and Inspectors must keep a constant watch to know when wet shingles are being produced, and do something to stop it at the source. You know what to do.

On future Weekly Inspections the Lab will record the run number on any wet shingles found. Lets don't let them find any .... NONE.

I can imagine three questions will arise. Here they are with answers:

(1) What do we do if we find we are running shingles wet?

A. Find the problem immediately and correct it immediately.

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Memo To: From:

Subject: PAGE # 2 - RUNNING WET SHINGLES Date:

(2) What if we have to stop to take care of the problem?

A. STOP - Get help:

(3) How wet is too wet - where do we draw the line?

A. When prior to the cutter the back of the sheet has anything but a slightly damp soapline, which really should be dry too. When the front of the sheet is to where you have to feel it twice to make sure you felt moisture. Only very very slight dampness allowed - not where you can hold your hand on the sheet at the loop ahead of the cutter and have water drop off your hand. This is very very wet.

Q. We have to put water on the Cutter. What about that?

A. Regulate it so that it doesn't wet the sheet. It can, it has, and it must be done.

Summary: No more wet shingles are to go into stock at Shreveport ever again on any product, for any reason. Front End Foreman directly responsible - Inspector, Hot End Foreman, all hourly employees and Maintenance, when necessary, responsible to assist.

WEM/ae