

9/30/84

Chris,
Good summary! How about setting up
a function in VAX to do the special
"Summary Domain" with Jim's file senders
from FK each month? Call Jim & suggest
he add ^{new} serial to. now. Old serial system
didn't tell day & shift made!! Send copies of
your memo to Jim & Greg. Jim

Jim OK all my comments

I sent a copy of my memo
along with the suggestions
of adding the serial number
and doing the summarizing
functions on the VAX to Jim
and Greg.

ltb

BIRD INCORPORATED

Memo To: J. W. Jackson - BBH

From: C. Bickum - BBH

Subject: FK COMPLAINT REPORT SYSTEM

Date: September 27, 1984

one time ? —
I looked over Mr. McAfee's information. The report which he says is difficult to produce would require some manipulation of data. I think that it would be similar to what we found on the Competitive Weight Survey Report in which we were trying to sort the records by the average weight per square, a number that wasn't actually stored anywhere. This required re-formatting into a new "Summarized Domain" which contained the averages and creating the report from that data. It's not difficult but does require a lot of time and planning.

)
Also, the record definition, which he has, includes product code and color designations. So it should be fairly simple to sort by these items.

*up to Bickum →
FK had some
work to do*
A much improved system could be attained if there was a way to trace the complaint samples back to production data (i.e. Lot Numbers). This would vastly expand the amount of information available about the samples. Maybe something like warranty registration cards would be needed.

In summary, Mr. McAfee's complaint file is very useful and should be able to provide the type of reports that are desired. Also, with some expansion, it could be used to provide a method of trying to determine the major factors in poor shingle performance.

CB/cm

C.B.



from the desk of...

date:

to:

re:

9/14

Chris,

Here's some info I got from
Jim M. in FK re his
complaint file in DTR,

FXI.

Jim

Why is closed complaint sorted
in desc^{and} order difficult - this
is kind of summary Laura wants
per attached.

Pls return

7/9/15

MEMORANDUM
CHARLESTON, S.C.

In Reply To _____ Date _____ From Jim MacAfee To Jim Jackson
Subject Complaint Reports

Jim

As we discussed here's a sample of some of the reports we can do in Datatrieve. The one report which was prepared using "EDT" (the word processing editor) might be possible but certainly not easy - at least at this time. I've also enclosed a record layout of the new file which we're experimenting with now so you can see what we could do. This new file will be a pig though with approximately 2000-2400 records x 250+ bytes each.

BIRD INCORPORATED

Memo To: D. R. Suva - BR

From: J. W. Jackson - BBH

Subject: COMPLAINT CLASSIFICATIONS

Date: July 25, 1984

Re your memos dated 7/13/84 and 7/18/84.

I believe that we can get a better handle on the cost of quality by developing a different monthly reporting format. I believe that this has to be done by computer using the Basis system with a file system up in Datatrieve. A timely summary of complaint categories, such as you outlined, could be obtained from the computer for each division. Datatrieve has a report generation function that can be clearly defined so that the complaints would be sorted into the proper categories with costs and percentages broken out.

I feel that we have not been able to make proper use of the monthly complaint summaries coming in from each division simply because it is basically raw data which needs to be analyzed. In its present format it means taking a considerable amount of time in order to identify meaningful trends. The computer can handle massive amounts of data, such as we have in the present complaint reports, and analyze it very rapidly. I suggest that a task force be set up to develop a computerized system that would provide monthly reports from the data to Management, the Product Development Lab and Quality Control. The first step would be to define exactly what information each would want in the individual reports to determine if additional data would be required to prepare the monthly reports.

JWJ/cm

cc: F. W. Wood - BBP
Tech File

1. Bird ability to be able to pull color or shedding
sheds or shedding etc. ex K16 gun @ FK



Memo To: W.C. Kinsey/F.W. Wood/R.C. Maloof
C.B. Fletcher/J.W. Jackson
Subject: R.J. Carlson
From: D.R. Suva
Date: July 18, 1984
COMPLAINT CLASSIFICATIONS

I recently sent you some information about the classification of complaints for Shreveport. Attached is a similar analysis for the Portland plant.

DRS

DRS:JS

*Need computer filing system - Data base?
Then can sort by any category in system.
And add data so we can determine if
Changes reduced complaints. i.e. "No 8 sealing" -
fiberglass - applied after reducing adhesive S.P.
for winter - summer. i.e. effect of color
This would give better accountability
Must have summary such as you suggest - but must
be well defined categories.*



Memo To: W.C. Kinsey/F.W. Wood/R.C. Maloof/From: D.R. Suva
C.B. Fletcher/J.W. Jackson/
Subject: R.J. Carlson Date: July 13, 1984
COMPLAINT CLASSIFICATIONS

In reviewing Shreveport's most recent complaint summary, I was struck with the fact that almost \$150,000 have been paid out in horizontal cracking complaints during the first five months and that the second highest complaint category was shading from embedment variations.

I did some quick calculations and attempted to segregate complaints by organic vs. fiber glass; process quality problems vs. shingle design problems, etc. Listed below are the monetary values for various arbitrary classifications along with the applicable percentages. I would appreciate a critique of my analysis by any of you, assuming this categorization of quality is correct. What does this tell us about the potential to reduce costs by our commitment to quality? Can we get a better handle on the cost of quality by developing a different monthly reporting format?

<u>COMPLAINT CATEGORY</u>	<u>\$</u>	<u>%</u>
Current Process Quality Problems	\$103,068	25%
Old Process Quality Problems	4,227	1%
Organic Design Problems	221,148	54%
Fiber Glass Design Problems	20,517	5%
Premature failure--Organic	45,424	11%
Other	<u>14,819</u>	<u>4%</u>
TOTAL	<u>\$409,203</u>	<u>100%</u>

DRS:JS

YTD
SUMMARY OF ~~1984~~ CLOSED COMPLAINTS
SORTED IN DESCENDING AMOUNT ORDER

DESCRIPTION	QTY	% TO TOTAL QTY	AMOUNT	% TO TOTAL AMOUNT
HORIZONTAL CRACKING	406	34.8	361,884	36.5
CURLING	148	12.7	128,067	12.9
BLISTERS	71	6.1	103,865	10.5
STICKING IN BUNDLES	80	6.9	83,815	8.5
WORN CUT	75	6.4	59,329	6.0
OFF BLEND	63	5.4	58,406	5.9
FISHMCUTHING	7	0.6	30,049	3.0
SHADING - EMBEDDING	20	1.7	21,602	2.2
SHADING - GRANULE COLOR	20	1.7	19,879	2.0
VERTICAL CRACKING	21	1.8	17,062	1.7
SHEDDING	23	2.0	16,037	1.6
SHADING	10	0.9	11,172	1.1
SHADING - GRANULE GRADING	6	0.5	10,063	1.0
SUB-TOTAL	950	81.5	921,190	92.9
ALL OTHER	215	18.5 18.5	69,700	7.1
TOTAL	1,165	100.0	990,890	100.0

Jim

This would be very difficult in Datatrace