

BESTWALL GYPSUM COMPANY

Paoli, Pa.

The basic quality problem we have at all of our plants on board products is splitters, peelers, blisters and soft board. The way complaints are often written up, it is difficult to distinguish between them - so I have grouped them together.

ACME

The quality picture looks pretty good except for shipping errors and cracked board, which will have to be watched very closely.

AKRON

Quality looks good from Akron. The total adjustment for 1959 includes \$1839.00 for board made in 1958, and in one instance, the board had been discarded and a complaint registered 8 months later. It makes their present quality picture look brighter.

FORT DODGE

Ft. Dodge current quality picture looks better than the figures indicate. They paid some \$1300 on board made in 1958, \$500 on one complaint on paper, over \$1000 on special board made for Jack Fennell. They also had several large adjustments last summer, due to their method of treating stucco. All of these are in the past and their present quality picture looks brighter. However, their shipping errors do not look good.

GRAND RAPIDS

We are all aware of the current program underway to improve quality at Grand Rapids. Progress has already been made and I think we can look forward to much greater improvement in 1960.

SIGURD

Quality at Sigurd looks good. The 1959 adjustment figure includes almost \$800 for Hummer B ribs, which were made in June 1958 and delaminated; around \$500 on board which was difficult to nail or nails cut paper; and around \$200 for ink bleeding through lath, which was made almost two years ago.

We have had an increase in both complaints and adjustments this year, but I feel our quality picture looks better now than it did a year ago.

SGP 0033787

BESTWALL GYPSUM COMPANY

Paoli, Pa.

ACME BOARD COMPLAINTS

10 Months - 1959

<u>Sales District</u>	<u>No. Complaints</u>	<u>Adjustments</u>
Atlanta	10	\$ 201.53
Dallas	62	3909.63
Jackson	21	1249.25
Kansas City	10	452.09
Houston	7	1112.04
	<u>110</u>	<u>\$ 6924.54</u>

(Includes \$ 633.75 policy)

Most Serious Complaints:

Cracked Board	29	\$ 2317.36
Blisters, Splitters, Peelers	22	1871.45
Shipping errors	22	406.04

Individual Complaints:

Hub Lumber Co. - Cracked Board		\$ 1294.74
Higginbotham Bros. & Co.		
Weatherford, Texas - Peelers		310.43
Phillips Bldg. Supply		
Granada, Miss - Blisters	(shipped 1958)	160.72
Taylor Millwork Co.		
Hot Springs, Ark. -	(shipped 1958)	171.03
Marek Bros.		
Houston, Texas - Peelers or Splitters		483.72
Borgen City Lumber - Cracked		448.64

Pending - Not Settled

Marek Bros., Houston - Cracked Board	\$ 1048.60
Houston Lbr. & Supply - " "	234.00

BESTWALL GYPSUM COMPANY

Paoli, Pa.

AKRON BOARD COMPLAINTS

10 Months - 1959

<u>Sales District</u>	<u>No. Complaints</u>	<u>Adjustment</u>
New York	6	\$ 517.33
Buffalo	48	1081.20
Philadelphia	11	1967.45
Cleveland	10	2044.88
	<u>75</u>	<u>\$ 5610.76</u>

(includes \$ 1360.58 policy)

Most Serious Complaints:

Face Imperfections	11	\$ 676.91
Blisters, Splitters, Peelers	9	1408.04
Soft (core or edges)	5	1433.41

Individual Complaints:

Travis Bldrs. Supply		
Kenmore, N. Y. - Beading		\$ 245.00
Hyde Murphy Co.		
Ridgeway, Pa. - Face Indentation		192.00
Rissco, Inc.		
Arlington, Va. - Split ply paper	(shipped 1958)*	376.91
Rissco, Inc.		
Arlington, Va. - Peelers		974.58
Houston Starr Co.		
Pittsburgh, Pa. - Calcined		757.25
Cleveland Colonial Bldrs. - Soft Edges	(shipped 1958)	543.00

* Equal amount adjusted on policy.

BESTWALL GYPSUM COMPANY

PAOLI, PA.

FORT DODGE BOARD COMPLAINTS

10 Months - 1959

<u>Sales District</u>	<u>No. Complaints</u>	<u>Adjustment</u>
Twin Cities	40	\$ 867.60
Des Moines	12	1430.62
Kansas City	11	1130.23
St. Louis	21	3514.35
Chicago	28	1754.89
Atlanta	9	806.10
	<u>121</u>	<u>1425.76</u>
		9494.39
		<u>10,123.45</u>
		(Includes \$1065.54 policy)
		957.24

Most Serious Complaints:

Soft Board	10	(mostly shipped 1958)	\$ 1073.80
Blisters, Splitters, Peelers	26		4765.47
Shipping Errors	37		1708.24

Individual Complaints:

Mathews Lbr. Co.		
Blue Island, Ill. - Face Imperfections (shipped 1958)	\$	504.85
Johnson Supply Co.		
Lincoln, Nebraska - Peelers		612.16
Northtown Lbr. Co.		
No. Kansas City, Mo. - Peelers		386.00
May Lbr. Co.		
Kansas City - Splitters - Peelers		412.36
Illinois Lbr. Co.		
Edwardsville, Ill. - Shipping error		851.26
Illinois Material Corp.		
St. Louis - End Peelers		543.00
Lumber & Hardware Supply Co.		
Valley Park, Mo. - Peelers		352.00
Ball Lbr. & Supply Co.		
Robertson, Mo. - Peelers - Splitters		245.60
Dolton Box & Lbr. Co.		
So. Holland, Ill. - Peelers - Splitters		840.00
Wallboard & Supply Co.		
Nashville - Peelers - Splitters		302.85

Pending - Not Settled:

* Wallboard & Supply Co. - Nashville, Tenn.	\$	3211.53
Joseph Bldg. Supplies - Melrose Park, Ill. - Cracked		3175.00

* PAID IN NOV. 50% POLICY \$300 DEFECTIVE

SGP 0033790

BESTWALL GYPSUM CO.

Paoli, Pa.

GRAND RAPIDS BOARD COMPLAINTS

10 Months - 1959

<u>Sales District</u>	<u>No. Complaints</u>	<u>Adjustment</u>
Cleveland	17	\$ 1970.88
Atlanta	7	540.00
Chicago	6	1106.84
Detroit	72	5923.50
Cincinnati	14	2708.57
Indianapolis	10	51.45
	<u>126</u>	<u>\$12,301.24</u>
		(includes \$653.88 policy)

Most Serious Complaints:

Blisters, Splitters, Peelers	24	\$ 2652.15
Soft Board	28	4952.42
Face Imperfections	26	2328.76

Individual Complaints:

Sullivant Ave. Lbr. Co.		
Columbus - Blisters - Peelers		\$ 917.18
Sullivant Ave. Lbr. Co.		
Columbus - Soft Board		286.97
Taan & Blank		
Michigan City, Ind. - Face Imperfection		500.60
Decatur Lbr. Co.		
Decatur, Ga. - Board/out of Square		328.00
G. Astrango Lbr. Co.		
Vincennes, Ind. - Soft		267.05
Contractors Distributing Co.		
Comstock, Mich. - Soft - Face Damaged		1017.38
Sullivant Ave. Lbr. Co.		
Columbus - Soft - Splitters		1896.00
Norwood Heights Coal & Supply		
Cincinnati - Soft lath		441.65

Pending - Not Settled

* Cals 5 Point Lbr. - Detroit - Soft lath	\$ 3077.09
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* PAID IN NOV.

BESTWALL GYPSUM COMPANY

Paoli, Pa.

SIGURD BOARD COMPLAINTS

10 Months - 1959

<u>Sales Office</u>	<u>No. Complaints</u>	<u>Adjustment</u>
San Francisco	41	\$ 3389.16
Salt Lake City	23	1232.45
Seattle	13	1491.49
	<u>77</u>	<u>\$ 6113.10</u>

Most Serious Complaints:

Blisters - Splitters - Peelers	16	\$ 2190.09
Cracked Board	14	796.64

Individual Complaints:

Economy Lbr. Co.		
Sacramento, Calif. - Blisters		\$ 221.68
Wayne Down Bldg. Material		
Oakland, Calif. - Cracked		245.46
Western Gravel Co.		
Campbell, Calif. - Peelers		227.70
Denver Dry Wall		
Denver, Colo. - Face Imperfections		213.84
Home Lbr. & Supply		
Littlelawn, Colo. - Thick Edge		218.50
A. McMilban Co. - Blisters		371.00
Vancouver Bldg. Supply		
Vancouver, Wash. - Blisters		611.45
Schrafts Twin Oak Bldg. Supply		
Albany, Ore. - Off Dimensions		207.22

1959 PLASTER COM PLAINT ADJUSTMENTS INVOLVING OVER \$100.00

(January 1941)

QUANTITY	PRODUCT	AMOUNT	CUSTOMER	REMARKS
544 95	Qib. Plaster		Edwards Bldg. Supply Memphis, Tenn.	Short working - slid on wall
171 20	Like		Lyons Lbr. Co. Lyons, N.Y.	Poor workability (paid by Ohio Lime)
* 225.00	Like		Niagara Bldrs. Supply	Shipped in 1956
* 672.57	Fin. Plaster		Youngstown Bldg. Matl. Youngstown, Ohio	Slow set
* 274 00	Fin. Plaster		C. E. Millon & Sons York, Pa.	Quick set
* 288.03	Metro Mix		Gypsum Rock Deck Buffalo, N.Y.	Soft deck (additional adjuster in 1958 completed)
355 00	Like - concrete		Southall Lbr. Co. Marion, Ind.	Excessive expansion
441 45	Redibo		Independent Lbr. Co. Fairport, N.Y.	Spots due to caked blood
324 00	Plaster for		Dicks, Inc. Chicago, Ill.	Notal in Metro Mix
110 50	Fin. Plaster		Brown Lbr. Co. Burgundy, Ind.	Wood shavings in plaster
128.16	Like Mix		E.J. Peole Co. Troy, N.Y.	Working properties
240 24	Like Mix		Friendship Matls. Detroit, Mich.	Slow set
710.75	Fin. plaster		Acme Lbrs Co. Salt Lake City, Ut.	Fast set

[illegible]

JOINT SYSTEM COMPLAINTS - 1959

Total Complaints -----	37
Total Adjusted -----	40
Total Cost of Adjustments -----	\$7142.06
Total Cost of Adjustments (Shipping) -----	725.24
(Defective) -----	5059.52
(Policy) -----	1357.30

ADJUSTMENTS OVER \$100

<u>District</u>	<u>Cause</u>	<u>Shipping</u>	<u>Defective</u>	<u>Policy</u>
DFT	Topping didn't get hard	-	-	\$155.60
RC	All Surp. - Tape came loose	-	\$ 737.15	737.14
DET	Bedding - Tape came loose	-	135.00	
ATL	Joint Cement - lumping			255.00
ATL		3164.65		
DFT	Bedding - soft, didn't hold tape			96.00
DFT	Bedding - soft, didn't hold tape	111.00		
DFT	Bedding - soft, didn't hold tape	124.00		
TC		137.40		
SL	Topping - coarse limestone		1845.00	
CLEVE	Bedding - soft, not adhering to board		492.50	
SL	Topping - coarse limestone		1380.50	

COMPLAINTS NOT YET ADJUSTED (Over \$100)

ADJUSTMENT REQUESTED

SL	Bedding - doesn't get hard	?
DAL	Tape - wrinkling on edge	?
SL	Bedding - edge cracking (1958)	\$ 235.00
SL	Bedding - " " (1958)	376.00
SL	Bedding - " "	3099.12
IND	Bedding - tape not bonding, cement stiffening in bucket	265.00

SUMMARY OF JOINT SYSTEM COMPLAINTS - 1959

The complaints which were the most costly for the Joint System Department in 1959 can be divided into three categories. These are listed below with an explanation of their cause and what we are doing to eliminate or minimize them.

1. Coarse limestone in Topping Compound

Shipments of limestone which were coarser than our specification call for cost us \$3225.00. This limestone should have been questioned before it was used, and in our judgment, the coarse particles should have been observed in the topping compound as well. We understand that the supplier has reimbursed us for the limestone and has also paid the adjustment requests from these complaints.

We have revised the test procedure used to inspect the cement for coarse materials, and this should help prevent complaints like this from happening in the future. We will still be dependent on our plant personnel and have continually stressed the importance of diligence in making the tests properly.

2. Bedding Compound soft, not adhering tape properly

This has been our most serious problem in 1959, and although we have made some changes which have helped, we are still vulnerable to this complaint. This complaint results from a degradation of the protein adhesive in the product. Recent work has shown us that the degradation is accelerated as the temperature is increased. Further work is required to complete this investigation.

3. Edge Cracking of Bedding Compound

SGP 0033795

Although we haven't made any adjustments in 1959 for edge cracking, we have three complaints at present; two of which date back to 1958. Thus far \$3710.12 has been requested, and we understand that ten more houses have yet to be accounted for. Though infrequent, these complaints are expensive. All of these complaints are from the Salt Lake district, where it is extremely dry. It is possible that some of the difficulty may be tied in with the Bedding Compound degradation, explained above. We have included edge cracking in our investigation work on the Bedding Compound.

As long as we have a protein base cement, we will be vulnerable to degradation. In addition to improving our present products, we are also working on a product which will be substantially more stable than our present products. We have had samples of the experimental product last more than four months as opposed to 3 or 10 days under normal conditions for our regular products. We have had two field tests of the new cement and while neither were completely successful, it appears that we are very close to having a completely acceptable product with some outstanding advantages over our present cements. We are hoping to be in production with the new cement by next summer.

The procedure for reporting--and recording complaints is inadequate in my opinion. Several things could be done to facilitate this procedure, so that we could have a continuous accurate record of the complaints for each department. We suggest the following changes:

1. Require salesman to submit a formal complaint report each time a customer registers said complaint. We have had reports received over a year after the complaint occurred. This permits us to decide whether an investigation is necessary and also establish a sales office file number, to which we can attach future correspondence.

2. Put a sales office file number on the monthly report forms. At present, a different number is put on the monthly form. We must use both forms since the information concerning the cause of the complaint is on the report of complaint, and the adjustments are listed on the monthly list of complaints. When we have several complaints from one dealer, which is normal, we don't know which adjustment applies to which complaint.

3. We also believe that the Joint System, Wallboard and Plaster complaints could be separately filed for greater convenience in locating a file.

We shall begin keeping a running record of Joint System complaints in 1960. This should help us to keep abreast of the number of each type of complaint so that necessary corrective measures can be expedited. If the above three recommendations are carried out, it will facilitate our record keeping.

CWL
C. W. Lehnert

CWL/md

COMPLAINTS - ACME 1959

REASON	JAN.	FEB.	MAR.	APR.	MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	TOT
Poor bond							1						1
Core splits-blisters	1		3			3	1	1	2	2	1	1	15
Cracked-broken		1		4			1	3	3	2	4	3	21
Bad edges		1				4	1			1	1	1	9
Split ply paper	1						1						2
Off dimensions		2		1	1	1	1		1		1	1	9
Surface imper.	2	3	2	1	2				1	1			12
Shipping	1		4	5	4	1	1	1	1	2			20
Miscellaneous		2		2	1			1		1		1	8
Total	5	9	9	13	8	9	7	6	8	9	7	7	97
Setting time						1	1			1	3	1	7
Working properties		1					1	1			2		5
Soft - weak													
Cracked													
Broken bags													
Shipping					1		1					2	4
Miscellaneous									1		1		2
Total	0	1	0	0	1	1	3	1	1	1	6	3	18
Joint cement	2	6	9	3	1		4			4	6	1	36
Lime													
Shipping	1				2			1				1	5
Total	3	6	9	3	3	0	4	1	0	4	6	2	41
GRAND TOTAL	8	16	18	16	12	10	14	8	9	14	19	12	156

COMPLAINTS - AKRON 1959

<u>REASON</u>	<u>JAN.</u>	<u>FEB.</u>	<u>MAR.</u>	<u>APR.</u>	<u>MAY</u>	<u>JUNE</u>	<u>JULY</u>	<u>AUG.</u>	<u>SEPT.</u>	<u>OCT.</u>	<u>NOV.</u>	<u>DEC.</u>	<u>TOTAL</u>
Poor Bond		1		1	1								3
Core splits- blisters								1					1
Cracked-broken		2					1	1	1	3		1	9
Bad edges	1										3		4
Split ply paper													
Off dimensions	2			1	4	1		2		1			11
Surface Imper.	4	2			1				1	4	1		13
Shipping		1						1					2
Miscellaneous	1	2	2	3			3			2		1	14
Total	8	8	2	5	6	1	4	5	2	10	4	2	57
Setting time		1		1		1	3	2		1	1	1	11
Working properties	3	1		1	1	3	3	1		1		2	16
Soft - weak	1						1						2
Cracked													
Broken bags													
Shipping													
Miscellaneous	1			1	1	1	1	2			1	1	9
Total	5	2	0	3	2	5	8	5	0	2	2	4	38
Joint Cement									1				1
Lime													
Shipping													
Total	0	0	0	0	0	0	0	0	1	0	0	0	1
GRAND TOTAL	13	10	2	7	7	6	12	10	3	12	6	6	96

COMPLAINTS - BLUE RAPIDS 1959

<u>REASON</u>	<u>JAN.</u>	<u>FEB.</u>	<u>MAR.</u>	<u>APR.</u>	<u>MAY</u>	<u>JUNE</u>	<u>JULY</u>	<u>AUG.</u>	<u>SEPT.</u>	<u>OCT.</u>	<u>NOV.</u>	<u>DEC.</u>	<u>TOT</u>
Setting time			2	2	1	1	1	2	2	1	2		14
Working properties	1			1		1	2	1					6
Soft - weak									1	1	1		3
Cracked			1										1
Broken bags		1		1	1	1		1					5
Shipping												1	1
Miscellaneous					1	2	1	4		1		1	10
Total	1	1	3	4	3	5	4	8	3	3	3	2	40

COMPLAINTS - FORT DODGE 1959

REASON	JAN.	FEB.	MAR.	APR.	MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	TOTAL
Poor bond			2			1	1				2	2	8
Core splits - blisters			1	1	1	1	5	4	6				19
Cracked -broken		1		1	1				6	2	4	4	19
Bad edges			2	1		3					1		7
Split ply paper				1							1		2
Off dimensions	1				1					1		3	6
Surface Imper.			1								3	2	6
Shipping	5	4	7	2		4	2	10	3	9	1	3	50
Miscellaneous	1	2		2		2		3	2			2	14
Total	7	7	13	8	3	11	8	17	17	12	12	16	131
Setting time	2	1		3	1	1	3	3	2	5	4	4	29
Working properties	4		2	1	1	1	1	4	2		5	3	24
Soft - weak		1		1						1			3
Cracked				1					2				3
roken bags					1								1
Shipping			1	1			1	1	1		1	1	7
Miscellaneous	1			1	3	2			1		1	2	11
Total	7	2	3	8	6	4	5	8	8	6	11	10	78
Joint cement	2	1	2	1	1	1		1		1	4		14
Lime					1	3							4
Shipping				5	3	4	1	2		1	1		17
Total	2	1	2	6	5	8	1	3	0	2	5	0	35
GRAND TOTAL	16	10	18	22	14	23	14	28	25	20	28	26	244

COMPLAINTS - GRAND RAPIDS 1959

REASON	JAN.	FEB.	MAR.	APR.	MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	TOTAL
Poor bond							1	4	3				8
Core plits - blisters	1	2	2		2	2	1	1		2	1	1	15
Cracked - broken		1								1			2
Bad edges	1	1	2	1	1			1	2				9
Split ply paper	2	2			1					1			6
Off dimensions	3	1	2	1				2		2		2	13
Surface Imper.		9	7	4			1	1			3	2	27
Shipping				1	1		1	1		1	1	1	7
Miscellaneous			2	1	3	1	5	5	6	8	4	2	37
Total	7	16	15	8	8	3	9	15	11	15	9	8	124
Setting time		4	3	1		1	1	6	7	1		1	25
Working properties		1	3			4	2	2	1	1	1		15
Soft - weak													
Cracked							1						1
Broken bags													
Shipping	1						2				1	1	5
Miscellaneous			2	2	1	1						3	9
Total	1	5	8	3	1	6	6	8	8	2	2	5	54
Joint cement										1			1
Lime													
Shipping													
Total	0	0	0	0	0	0	0	0	0	1	0	0	1
GRAND TOTAL	8	21	23	11	9	9	15	23	19	18	11	13	179

COMPLAINTS - SIGURD 1959

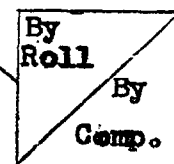
<u>REASON</u>	<u>JAN.</u>	<u>FEB.</u>	<u>MAR.</u>	<u>APR.</u>	<u>MAY</u>	<u>JUNE</u>	<u>JULY</u>	<u>AUG.</u>	<u>SEPT.</u>	<u>OCT.</u>	<u>NOV.</u>	<u>DEC.</u>	<u>TOTAL</u>
Poor bond				1	1	1	1						4
Core splits - blisters	2		1	5		1					2	1	12
Cracked-broken	1			3	3	1	1	2		2	1		14
Bad edges					1	2		1			1	1	6
Split ply paper													
Off dimensions					1	2					1	1	5
Surface Imper.	3			1			2					1	7
Shipping			1	3	5	2	1	1	1		1		15
Miscellaneous	2	5		6	6	2	2		2	2		1	28
Total	8	5	2	19	17	11	7	4	3	4	6	5	91
Setting time				6		1		2	1		2	1	13
Working properties			4					1		1	1		7
Soft - weak	1												1
Cracked													
Broken bags						1							1
Shipping							1						1
Miscellaneous	1	1				1					1		4
Total	2	1	4	6	0	3	1	3	1	1	4	1	27
Joint Cement								1					1
Lime													
Shipping													
Total	0	0	0	0	0	0	0	1	0	0	0	0	1
GRAND TOTAL	10	6	6	25	17	14	8	8	4	5	10	6	119

P A P E R
1 9 5 9 C O M P L A I N T S

CODE	ACME (Pryor)	AKRON (Weyer)	FT.D. (Pryor)	GRAND RAPIDS (By Rolls)				SIGURD Cent.Fib.	SIGURD (Pryor)
1				1					
2									
3		27	16	45	15	15	5		
4				1	2	12			
5	6	9	8	8	5	1	2		
6				4	1	10			
7	8	11		16	30	2	41		
8	17	4	4	7	7	5	3	3	
9	2			1	2		2		
10		2	2	1	9		2	1	
11	1		1	3			1		
12	1	7	2	4	1	3	1		
13	8	6	8	18			5	1	2
14	1			1	1		2		
15									
16									
17									
18		1							
19	1							3	
20		20	1	12	5		2		
21		3	3	1	3	4			
22	3	11	8	6	2	3	1		2
T	48	101	53	129 81	83 36	55 24	67 30	8	4

3. Poor winding; telescoping
4. Off width
5. Bad splices
6. Stiff: cracks on bending
7. Slime spots-contamination
8. Cockles; wet spots streaks
9. Crushed spots

10. Pin holes
11. Split ply
12. Asphalt spots
13. Other surface defects
20. Damage in handling
21. Damage in transit
22. Miscellaneous



Prepared by General Mfg. Depts.

MONTHLY COMPLAINT REPORT

QUALITY COMPLAINTS BOARD

COST OF COMPLAINTS BOARD

	November		Year to Date		1958 to Date	
	No.	No. Per 1000 M	No.	No. Per 1000 M	No.	No. Per 1000 M
ACME	7	.420	70	.328	35	.192
PORT DODGE	7	.593	61	.344	41	.248
SIGURD	3	.335	66	.603	67	.740
AKHON	6	.867	55	.634	39	.472
GRAND RAPIDS	13	1.691	117	.947	49	.416
TOTAL	36	.692	369	.517	231	.362

	November		Year to Date		1958 to Date	
	Cost	Cost Per 1000 M	Cost	Cost Per 1000 M	Cost	Cost Per 1000 M
ACME	\$321.	\$ 19.28	\$ 5,470.	\$ 25.59	\$ 1,789.	\$ 9.81
AKHON	-	--	4,233.	47.23	1,834.	22.22
SIGURD	92.	10.26	5,582.	51.01	6,864.	75.78
PORT DODGE	1718.	145.42	10,317.	58.25	4,446.	28.85
GRAND RAPIDS	3590.	467.68	15,552.	125.89	3,960.	33.64
TOTAL	\$5727.	\$110.06	\$41,154.	\$ 57.68	\$18,893.	\$29.58

QUALITY COMPLAINTS PLASTER

COST OF COMPLAINTS PLASTER

	November		Year to Date		1958 to Date	
	No.	No. Per 1000 T	No.	No. Per 1000 T	No.	No. Per 1000 T
ACME	5	2.217	12	.377	22	.862
BLUE RAPIDS	2	.505	26	.541	27	.666
AKHON	4	1.069	27	.548	30	.666
SIGURD	4	1.811	25	.767	28	.943
PORT DODGE	9	2.119	60	1.098	48	.843
GRAND RAPIDS	3	1.118	48	1.345	30	.836
TOTAL	27	1.413	198	.785	185	.792

	November		Year to Date		1958 to Date	
	Cost	Cost Per 1000 T	Cost	Cost Per 1000 T	Cost	Cost Per 1000 T
SIGURD	\$ --	--	\$ 185.	\$5.68	\$ 86.	\$ 2.6
AKHON	--	--	418.	8.48	2171.	48.1
BLUE RAPIDS	--	--	525.	10.91	343.	8.1
GRAND RAPIDS	97.	36.14	744.	20.85	1550.	43.7
PORT DODGE	55.	12.95	1514.	27.71	1320.	23.7
ACME	--	--	1876.	59.01	278.	10.1
TOTAL	\$ 152.	\$ 7.96	\$5262.	\$20.67	\$5748.	\$24.6

SHIPPING COMPLAINTS

	November		Year to Date		1958 to Date	
	No.	No. Per 1000 M	No.	No. Per 1000 M	No.	No. Per 1000 M
GRAND RAPIDS	2	.260	5	.040	4	.034
AKHON	-	-	4	.045	-	-
ACME	-	-	19	.089	16	.088
SIGURD	3	.335	18	.164	13	.143
PORT DODGE	2	.169	42	.237	2	.012
TOTAL	7	.135	88	.123	35	.055

Prepared by General Mfg. Dept.

COST SAVINGS PLAN - NOVEMBER 1929 TO DATE
COMPARISON TO 1928 EXPERIENCE PROJECTED TO AN ANNUAL RATE OF SAVINGS

Items in Effect	ACME	AKRON	PORT DODGE	GRAND RAPIDS	STOURD	BLADE RAPIDS	PRYOR	TOTAL ANNUAL ACTUAL	TOTAL ANNUAL OBJECTIVE	GAIN OR LOSS OVER OBJECTIVE
Saleable Perfects	\$ 18,550	\$ 16,252	\$ 12,151	\$ 18,763	\$ 7,294	\$ -	\$ -	\$ 969	\$ 70,628	\$ 69,659
Machine Delays	3,711	1,319	2,772	2,697	-677	-	-	2,906	73,915	72,009
Machine Speeds	2,757	6,731	16,877	11,065	-3,730	-	-	72,018	94,079	22,061
Board Weights		1,042	5,200	1,802	2,328	-	-	6,209	14,335	20,564
Sub Total	49,562	2,400	21,056	4,803	14,029	-	-	68,684	252,977	184,293
Quarry & Crusher Repairs	4,176							4,176	15,000	10,824
Board Crew Reduction	16,362							16,362	4,923	11,439
Quarry Direct Labor	8,599							8,599	-	8,599
Explosives	5,814							5,814	-	5,814
Mill Direct Labor	3,445							3,445	-	3,445
Joint System Plant Cost Reduction										
Paper Waste		19,187						19,187	838	11,025
Mine Cost Reduction		28,381						28,381	22,260	6,121
Loading Dock		15,029						15,029	3,000	12,029
K.V.A. Substation		2,398						2,398	902	304
Lath and Bundler			9,696					9,696	10,000	304
Automatic Lath Stacker			5,872					5,872	11,500	5,628
Quarry Labor Reduction			7,130					7,130	4,457	2,673
Calcining Labor Reduction			10,766					10,766	13,802	3,036
Truck Ldg. & Whse. Efficiency			20,136					20,136	36,915	19,779
Laminating Labor Reduction				1,409				1,409	1,160	249
Explosives				1,992				1,992	1,680	312
Bag Conveyor				4,823				4,823	5,000	177
Mine & Mill Labor Savings				18,286				18,286	5,430	18,296
Automatic Clip Bundling				6,463				6,463	1,033	1,500
Reduced Mine Hauling									1,000	1,500
Reduced Sulphate Labor									3,937	3,937
Elevating Pug Duster									3,000	3,000
Speed Up Bulk Stucco									4,000	4,000
Explosives									1,000	1,000
Job Combination									1,590	1,590
Swivel Bag Stacker									2,269	2,269
Chloride Savings									3,900	3,900
Vacation Savings									1,327	1,327
Lower Paper Weight									1,590	1,590
Paper Cores									42,735	590
Reduced Machine Felts									5,308	7,265
Increased Ivory Top Liner Usage									50,000	308
Increased Production Rate									35,000	10,212
Reduced Delay Time									15,000	44,949
Continuous Starch Feeder									33,000	44,712
Increased Production Rate									11,396	6,886
Reduced Delay Time									21,956	11,000
Reduced Fresh Water									42,307	9,956
Reduced Machine Felts Costs									37,000	5,297
Total Actual Effective Items	\$ 87,958	\$ 26,461	\$ 74,656	\$ 19,517	\$ 20,492	\$ -	\$ -	\$ 181,684	\$ -	\$ -
Total Objective	61,548	59,478	166,056	77,962	30,198	-	-	23,237	633,379	151,695
Gain or Loss Over Objective	26,410	33,017	91,400	58,445	9,706	-	-	10,551	-	-
Annual Objective										
Items not in Effect	\$ 34,980	\$ 64,900	\$ 26,992	\$ 114,815	\$ 76,336	\$ -	\$ -	\$ -	\$ -	\$ -
Total Annual Objective	96,528	124,378	193,048	192,777	106,534	-	-	24,757	338,543	961,922

Prepared by General Mfg. Dept.

BOARD WASTE AND OPERATING EFFICIENCY DATA

PLANT MANAGERS'S MEETING

January 11 - 13, 1960

	ACNE		AKRON		FORT DODGE		GRAND RAPIDS		SIGURD		BRUNSWICK	
	M Sq. Ft.	%	M Sq. Ft.	%	M Sq. Ft.	%	M Sq. Ft.	%	M Sq. Ft.	%	M Sq. Ft.	%
Gross Production	225,332		93,985		188,286		132,697		114,430			
Board Losses												
Wet Board Waste	1,268	.562%	1,290	1.372%	2,049	1.088%	1,561	1.176%	791	.691%		
Grinding Waste	1,320	.586%	.297	.316%	.613	.326%	541	.408%	308	.269%		
Sub Total	2,588	1.148%	1,587	1.688%	2,662	1.414%	2,102	1.584%	1,099	.960%		
Kiln Rejects	6,964	3.091%	3,112	3.311%	5,671	3.012%	5,545	4.179%	2,293	2.004%		
Whse. & Ldg. Rejects	680	.302%	.747	.795%	1,555	.826%	761	.573%	789	.690%		
Inventory Adjustment	419	.186%	.132	.140%	.375	.199%	180	.136%	71	.062%		
Reclaimed Production	490	.217%	30	.032%	.209	.111%	346	.261%	5	.004%		
Total Losses	10,161	4.509%	5,548	5.903%	9,304	4.942%	8,242	6.211%	4,247	3.711%		
Percent Perfects		95.49%		94.10%		95.06%		93.79%		96.29%		
Percent Delays		5.38%		4.74%		7.15%		5.82%		5.98%		
Operating Efficiency		90.11%		89.36%		87.91%		87.97%		90.31%		

COMPANY AVERAGE	OBJECTIVE	CHANGE FROM CO. AVG.
<u>Sq. Ft.</u> <u>%</u>		

754,730

6.959	.922%	.75	-.17
3.079	.408%	.35	-.06
10.038	1.330%	1.10	-.23
23.585	3.125%	2.0	-1.12
4.532	.600%	.5	-.10
427	.057%	-0-	-.06
1.080	.143%	-0-	+.14
37.502	4.969%	3.6	-1.37
	95.03%	96.4	+1.37
	5.82%	3.9	-1.92
	89.21%	92.5	+3.29

1.62
 1.62
 1.62

DATA SHEET

MONTHLY REPORT - MACHINE DELAY

MONTH - DECEMBER 1959

PLANT	GROSS OPERATING HOURS	DELAY % OF HOURS	START-UP & SHUTDOWN	MECHAN- ICAL	ELECTRI- CAL	PAPER TROUBLES	CHANGE- OVER	ALL OTHERS	CHANGEOVER NO. AVG TIME
Fort Dodge	472.00	26.50	1.75	10.00	.75	2.00	6.50	5.50	19 20.6 min.
Akron	451.25	26.00	.75	1.50	3.25	2.75	10.75	7.00	11 58.7 min.
Acme	504.00	30.67	1.52	11.27	1.12	.67	10.80	5.29	29 22.4 min.
Grand Rapids	411.00	27.74	.92	9.70	1.00	2.25	5.67	8.20	14 24.3 min.
Sigurd	608.00	46.50	.75	17.25	6.00	1.00	19.00	2.50	29 39.3 min.
TOTAL	2,446.25	157.41	5.69	49.72	12.12	8.67	52.72	28.49	102 31.2 min.
TO DATE									
Akron	6,787.75	326.25	10.00	56.50	21.75	25.00	138.00	75.00	161 51.5 min.
Acme	8,309.25	453.54	1.90	149.09	26.16	33.70	155.58	87.11	418 22.4 min.
Grand Rapids	7,639.00	450.02	3.76	150.90	35.94	15.60	112.31	131.51	204 33.1 min.
Sigurd	8,275.00	505.00	6.50	178.50	37.00	9.75	239.00	34.25	335 42.9 min.
Fort Dodge	7,291.75	518.27	21.67	151.85	62.10	35.85	111.00	135.80	336 19.5 in.
TOTAL	38,302.75	2253.08	43.83	686.84	182.95	119.90	755.89	463.67	1,454 31.2 min.

SGP 0033808

DATA SHEET

MONTHLY REPORT - MACHINE DELAY

YEAR 1958

PLANT	GROSS OPERATING HOURS	DELAY % OF HOURS GROSS	START-UP & SHUTDOWN	MECHAN- ELECTRI- PAPER		CHANGE- ALL OVER OTHERS	CHANGEOVERS	
				ICAL	CAL		NO.	AVG. TIME
Akron	6,223.00	312.25	5.02	18.75	37.50	9.50	16.00	170.50 60.00 182 56.2 min.
Acme	7,636.00	410.82	5.38	10.16	147.04	26.53	30.40	116.06 80.63 300 23.3 min.
Sigurd	7,024.00	430.50	6.13	13.25	108.00	37.50	24.25	217.25 30.25 293 44.5 min.
Grand Rapids	7,310.00	453.35	6.21	4.40	158.65	59.91	35.63	96.46 98.30 188 30.8 min.
Port Dodge	7,033.00	465.25	6.62	25.25	114.25	33.50	23.50	133.50 135.25 373 21.5 min.
TOTAL	35,226.00	2072.17	5.89	71.81	565.44	166.94	129.78	733.77 404.43 1336 33.0 min.

1958 -- 5.88250 % of Gross

YEAR 1959

Akron	6,787.75	326.25	4.81	10.00	56.50	21.75	25.00	138.00 75.00 161 51.5 min.
Acme	8,309.25	453.54	5.46	1.90	149.09	26.16	33.70	155.58 87.11 418 22.4 min.
Grand Rapids	7,639.00	450.02	5.89	3.76	150.90	35.94	15.60	112.31 131.51 204 33.1 min.
Sigurd	8,275.00	505.00	6.11	6.50	178.50	37.00	9.75	239.00 34.25 335 42.9 min.
Fort Dodge	7,291.75	518.27	7.11	21.67	151.85	62.10	35.85	111.00 135.80 336 19.9 min.
TOTAL	38,302.75	2253.08	5.89	43.83	686.84	182.95	119.90	755.89 463.67 1454 31.2 min.

1959 -- 5.88229 % of Gross

SGP 0033809

COMPARABLE DATA SHEET

1959 to 1958

GROSS OPERATING HOURS	DELAY % OF HOURS	START-UP & SHUTDOWN	MILCHAN- ICAL		ELECT- RICAL	PAPER TROUBLES	CHANGE- OVER		CHANGES NO. AVG. TIME	
			ICAL				OVER	ALL OTHERS	NO.	AVG. TIME
+564.75 9.1%	+14.00	-0.21	8.75	+19.00	+12.25	+9.00	-32.50	+15.00	21	-4.7 min.
	0.5%	4.2%	46.7%	50.7%	124.9%	56.2%	19.0%	25.0%	11.5%	8.3%
+673.25 8.8%	+42.72	+0.08	-8.26	+2.05	-0.37	+3.30	+39.52	+6.48	118	-0.9 min.
	10.4%	1.4%	81.3%	1.4%	1.4%	10.8%	34.1%	8.0%	39.3%	3.9%
+329 4.5%	-3.33	-0.32	-0.64	-7.75	-23.97	-20.03	+15.85	+33.21	+16	+2.3 min.
	0.7%	5.1%	14.3%	4.9%	40.0%	56.2%	16.4%	33.8%	8.5%	8%
+1251 17.8%	+74.50	-0.02	6.75	+70.50	-0.50	-14.50	+21.75	+4.00	+42	-1.6 min.
	17.4%	---	51.0%	65.3%	0.2%	59.8%	10.0%	13.2%	14.3%	3.6%
+258.75 3.7%	+53.02	+0.49	-3.58	+37.60	+28.60	+12.35	-22.50	+0.55	-37	-1.6 min.
	11.4%	0.7%	14.2%	33.0%	85.4%	52.6%	16.9%	0.4%	10%	7.4%
+3076.75 8.7%	+180.91	---	-27.98	+121.40	+16.01	-9.88	+22.12	+59.24	+118	-1.8%
	8.7%	---	39.0%	21.5%	1.0%	7.6%	3.0%	14.6%	8.5%	5.4%

- Decrease
+ Increase

BESTWALL GYPSUM COMPANY

Board Plant Comparison

November 1959 ✓

	<u>Wet Board & Grinding Waste</u>	<u>Machine Delays</u>	<u>Machine Speeds</u>	<u>Board Weights</u>	<u>Saleable Perfects</u>	<u>Total Value</u>
Sigurd						
Objective	98.50%	96.00%	15,960	1891# ✓	96.80%	
Actual	99.07%	92.99%	15,947	1914#	97.64%	
Value	\$2,360.	\$1,050.	\$ 83.	\$ 870.	\$1,470.	\$ 2,385.
Aene						
Objective	98.42%	96.00%	29,718	1746# ✓	96.75%	
Actual	98.86%	95.33%	31,183	1770# ✓	96.28%	
Value	\$ 807.	\$ 279.	\$1,750.	\$ 532.	\$1,127.	\$ 619.
Alcon						
Objective	98.57%	96.00%	15,555	1623# ✓	97.55%	
Actual	98.34%	95.05%	15,300	1651#	97.62%	
Value	\$ 812.	\$ 390.	\$ 533.	\$ 488.	\$ 96.	\$ 1,408.
Fort Dodge						
Objective	98.55%	96.00%	31,484	1773# ✓	97.17%	
Actual	98.36%	91.91%	29,850	1807#	96.53%	
Value	\$ 803.	\$1,855.	\$1,744.	\$ 700.	\$1,397.	\$ 6,000.
Grand Rapids						
Objective	98.58%	96.00%	19,534	1732#	97.45%	
Actual	98.48%	93.70%	19,265	1748#	93.80%	
Value	\$ 101.	\$1,242.	\$ 397.	\$ 332.	\$6,827.	\$3,884.
TOTAL VALUE	\$2,412.	\$3,327.	\$ 954.	\$2,164.	\$7,715.	\$13,256.

BESTWALL GYPSUM COMPANY

Board Plant Comparison

November to Date 1959

	<u>Net Board & Grinding Waste</u>	<u>Machine Delays</u>	<u>Machine Speeds</u>	<u>Board Weights</u>	<u>Saleable Perfects</u>	<u>Total Value</u>
Sigurd						
Objective	98.51%	96.00%	16,084	1884# ✓	96.80%	
Actual	99.04%	94.02%	15,874	1893#	97.22%	
Value	\$10,749.	\$7,500.	\$11,582.	\$2,500.	\$7,876.	\$5,969.
Acme						
Objective	98.42%	96.00%	29,718	1773# ✓	96.75%	
Actual	98.85%	94.62%	31,183	1809# -	96.60%	
Value	\$12,367.	\$8,361.	\$13,432.	\$9,584.	\$5,010.	\$4,844.
Akron						
Objective	98.66%	96.00%	15,747	1620# ✓	97.55%	
Actual	98.31%	95.26%	15,570	1626#	95.71%	
Value	\$11,061.	\$8,102.	\$11,345.	\$2,014.	\$26,561.	\$39,293.
Fort Dodge						
Objective	98.53%	96.00%	30,967	1789# ¹	97.17%	
Actual	98.62%	92.85%	29,733	1767#	96.44%	
Value	\$747.	\$15,611.	\$17,895.	\$1,412.	\$19,086.	\$50,403.
Grand Rapids						
Objective	98.59%	96.00%	19,635	1734#	97.45%	
Actual	98.42%	94.18%	19,498	1745#	95.30%	
Value	\$2,001.	\$10,402.	\$2,550.	\$3,390.	\$44,047.	\$61,102.
TOTAL VALUE	\$16,828	\$46,944.	\$43,440.	\$15,338.	\$87,828.	\$143,222.

BESTWALL GYPSUM COMPANY

WAREHOUSE REJECTS AND DAMAGED COMPARISON

	<u>Whse. Rejects and Damaged Sq. Ft.</u>	<u>Percent Whse. Rejects to Kiln Prod.</u>	<u>Cost</u>
<u>Month of November 1959</u>			
Acme	47,034	.267	\$ 698.00
Grand Rapids	24,588	.281	633.00
Fort Dodge	54,610	.414	1021.00
Akron	40,835	.543	926.00
Sigurd	<u>64,669</u>	<u>.640</u>	<u>1105.00</u>
TOTAL	231,736	.405	\$4683.00

To Date November 1959

Acme	679,697	.305	\$10,383.00
Grand Rapids	760,826	.583	16,843.00
Sigurd	788,816	.696	17,736.00
Akron	747,125	.809	16,612.00
Fort Dodge	<u>1,554,781</u>	<u>.838</u>	<u>24,425.00</u>
TOTAL	4,531,245	.609	\$26,004.00

BESTWALL GYPSUM COMPANY

Adhesives Usage Comparison

1959 Vs. Actual Average of 1958

	<u>Nov. 1959 Prod.</u> <u>on 1958 Avg.</u> <u>Usage Per M</u>	<u>Nov. 1959</u> <u>Actual</u> <u>Usage</u>	<u>Percent</u> <u>1959 Actual</u> <u>to 1958 Avg.</u>	<u>Lbs.</u> <u>Over</u> <u>Under</u>	<u>Value</u> <u>Over</u> <u>Under</u>
SIGURD	31,785#	73,000#	89.26%	8,785#	\$ 573.00
FORT DODGE	91,998#	84,000#	91.31%	7,998#	392.00
AKRON	64,870#	62,410#	96.21%	2,460#	122.00
ACME	134,365#	129,600#	96.45%	4,765#	273.00 ✓
GRAND RAPIDS	56,174#	57,700#	102.72%	1,526#	70.00
TOTAL	429,192#	405,710#	94.76%	22,482#	\$1,290.00

TO DATE

ACME	1,725,013#	1,599,500#	92.73%	125,513#	\$7,180.00 ✓
AKRON	794,316#	792,443#	99.76%	1,873#	93.00
SIGURD	914,045#	912,700#	99.85%	1,345#	92.00
FORT DODGE	1,299,410#	1,329,151#	102.29%	29,741#	1,461.00
GRAND RAPIDS	822,126#	891,049#	108.38%	68,923#	3,161.00
TOTAL	5,554,970#	5,524,843#	99.46%	30,127#	\$2,743.00

Prepared by General Mfg. Dept.

BOARD LOADING COST COMPARISON

SEPT. OCT. NOV. - 1959

	ACME	AKRON	FORT DODGE	GRAND RAPIDS	SIGURD
<u>M. SQ. FT. BASIS</u>					
Production	56,394 M	24,953 M	47,068 M	29,550 M	28,260 M
Direct Labor	.969	1.052	1.073	.945	.912
Overtime	.099	.158	.138	.141	.132
Vacations	.059	.067	.072	.054	.062
Social Security	.017	.026	.023	.016	.016
Compensation Insurance	.016	.029	.008	.010	.012
Repair Labor	.011	.047	.036	.004	.054
Repair Material	.014	.065	.027	.014	.025
Supplies	.586	.215	.315	.163	.730
Royalties	.011	.005	.008	.005	.037
Materials Handling	.023	.058	.093	.148	.135
Total Direct Cost	1.805	1.722	1.793	1.500	2.375
Overhead	.408	.516	.680	.399	.744
Total Cost	2.213	2.238	2.473	1.899	3.099

TONS LOADED BASIS

Production	51,008 T	20,287 T	41,585 T	25,782 T	26,748 T
Direct Labor	1.071	1.294	1.214	1.083	.964
Overtime	.109	.194	.156	.162	.139
Vacations	.065	.082	.061	.062	.066
Social Security	.019	.032	.026	.018	.017
Compensation Insurance	.018	.036	.009	.011	.013
Repair Labor	.012	.058	.041	.005	.057
Repair Material	.015	.080	.030	.016	.301
Supplies	.648	.264	.357	.187	.771
Royalties	.012	.006	.009	.006	.039
Materials Handling	.025	.071	.105	.170	.143
Total Direct Cost	1.994	2.117	2.028	1.720	2.510
Overhead	.451	.635	.770	.457	.765
Total Cost	2.445	2.752	2.798	2.177	3.275