Vista Chemical Company

900 Threadneedle
Houston, Texas 77079
(713) 588-3000

P.O. Box 19029
Houston, Texas 77224
Fax (713) 588-3205

July 24, 1990

Mr. Joe Stratton
District Manager
VWR Scientific
P. O. Box 5025
Sugar Land, TX 77487

Dear Joe:

On behalf of Vista Chemical Company, I would like to express my sincere appreciation for providing our project team with the opportunity to tour your Westlake, LA facility and conduct an on-site quality evaluation survey.

Attached is a copy of the completed survey for your records. Your facility's overall rating of 82.4% ranks fairly high in our supplier evaluation program. Strengths were noted in most areas; however, I would like to mention the following items where we feel improvement is needed.

Mission Statement - Your Mission Statement should be signed by senior management, CEO, etc.

Certificates of Analysis - COA's should be readily available for chemicals stocked in your locations.

Material Data Sheets - MDS's should be updated as necessary and sent to all Vista using locations, including Vista headquarters.

Supplier Base - VWR's supplier base (approx. 1300) is extremely large. This could be reduced by eliminating marginal and less than marginal quality suppliers.

Joe, on the other side of the coin, if there is anything we (Vista) can do to assist your operations to run more smoothly, let's discuss at your earliest convenience.

I feel the communication link developed during our recent visit to your branch office will continue to grow and will assist the development of a long term relationship/partnership that will be mutually beneficial.

If you have any questions or need additional information concerning this survey, please contact me at (713) 588-3307. Any comments you or your colleagues may have regarding this survey would certainly be appreciated. Thanks again for your cooperative and courteous treatment during our recent visit.

Sincerely,

Robert J. Onofrey
Sr. Buyer, Materials & MRO

RJO/ks
RJOWP51/RJ0020.90

bcc:

A. Bowman - LAB
B. Howell - VCM
B. McManemin - LCCP
M. Stillings - LCCP
W. H. Chamberlain
G. Draper
P. Markey
D. Hollis - LCCP
S. Vincent - LCCP
P. Fetzer - VCM
D. Whitehead - LCCP
A. Wallace - LAB
D. Phillips
F. Cooper - LCCP

VISTA SUPPLIER QUALITY EVALUATION

DETAILED SURVEY

SUPPLIER NAME . VWR Scientific

ADDRESS 804 Columbia Southern Rd.

CITY, STATE, ZIP Westlake, LA 70669

SURVEY DATE 7-19-90 LAST SURVEY DATE

REASON FOR SURVEY: (X) ROUTINE ( ) FOLLOW-UP OR CORRECTIVE ACTION

IF FOLLOW-UP OR CORRECTIVE ACTION, PLEASE DESCRIBE:

PLEASE LIST SPECIFIC PRODUCTS SUPPLIED TO VISTA FROM THIS LOCATION:

Lab Equipment and Supplies

SUPPLIER PERSONNEL CONTACTED DURING SURVEY

	NAME	TITLE
1.	Joe Stratton	District Manager
2.	Mike Arties	Distribution Manager
3.	Zigmond Werlla	Lake Charles Office Manager
4.	John Caillavet	Sales Representative
5.		
6.		

WP1/DRP002

VISTA PERSONNEL PRESENT DURING SURVEY

	NAME	TITLE
1.	Bob Onofrey	Sr. Buyer - Houston
2.	Darwin Phillips	Buyer - Houston
3.	Anne Bowman	Supervisor - Warehouse & Purchasing - LCLA3
4.	Mike Stillings	Supervisor - Warehouse & Purchasing - LCVCY
5.	Adrian Wallace	Chief Chemist - LCLA3
6.	Paul Fetzer	Chief Chemist - LCVCY
7.	Fred Cooke	Laboratory Supervisor - LCLF

IF VISTA HAS QUESTIONS CONCERNING IMPLEMENTATION OR INTERPRETATION OF THE FINDINGS AT THIS FACILITY, WHO SHOULD BE CONTACTED?

NAME Zigmond Werlla PHONE (318) 282-6012

SUPPLIER RATING RESULTS

		TOTAL POINTS	POINTS AWARDED	PERCENT OF POSSIBLE POINTS BY CATEGORY	CATEGORY WEIGHT FACTOR	WEIGHTED POINTS AWARDED FOR CATEGORY
A.	QUALITY MANAGEMENT PHILOSOPHY	42	32	76.2 %	X 15%	11.4
B.	MATERIAL CONTROL	48	33	68.8 %	X 25%	17.2
C.	INTERNAL QUALITY ASSURANCE	48	36	75.0 %	X 25%	18.8
D.	ORDER PROCESSING	36	36	100 %	X 35%	35.0
	TOTAL				100%	82.4

WP1/DRP002

VISTA SUPPLIER QUALITY EVALUATION

DETAILED SURVEY

Review the following questions and evaluate the level of conformance based on the following rating:

Yes, full compliance - 2; partial compliance - 1; No - 0. Three items are to be considered: "Is there a system in effect?" (S), "Are there written procedures?" (P), "Is there documented compliance?" (C)

If there are any comments, indicate by checking the 'See Comments' box (Yes Comm), and summarize any comments on an attachment sheet, referencing the question number.

If a question does not apply to the process, indicate by checking the N/A column.

A. QUALITY MANAGEMENT PHILOSOPHY

	S	P	C	N/A	See Comm	
1. Is there a formal Company Quality Policy?	(2)	(2)	(2)	( )	( )	6
a) Does it have full support/involvement of top management? Mission Statement should have Sr. Management approval	(2)	(2)	(2)	( )	( )	6
b) Is there a documented Quality System (i.e., Quality Manual) and is it current?	(1)	(1)	(1)	( )	( )	3
2. Is there evidence of commitment for continual quality improvement in all aspects of the business?	(2)	(2)	(2)	( )	( )	6
3. Is there an ongoing program to assure that all employees are formally trained and involved in your quality procedures, policies and techniques?	(2)	(2)	(2)	( )	( )	6
4. Is there a formal program to analyze and reduce customer complaints?	(2)	(2)	(2)	( )	( )	6
5. Is there an internal audit system that evaluates the performance of the quality system?	(0)	(0)	(0)	( )	( )	0

B. MATERIAL CONTROL

1.	Do you have specifications for all purchased material?	(2)	(2)	(2)	( )	( )	6
2.	Do you maintain documentation and/or certification control on those materials you stock?	(1)	(1)	(1)	( )	( )	3
	a) Are they available to appropriate personnel (salesman, office, etc)?	Need to [illegible] MSDS's for Chemicals!					
3.	Do you have a formal quality evaluation and rating system for your suppliers?	(2)	(1)	(2)	( )	( )	5
	a) Where is the evaluation conducted?	On - [illegible]					
4.	Do you verify incoming material quality against documented specifications?	(2)	(2)	(2)	( )	( )	6
5.	Do you have a sampling and testing procedure for purchased material?	(0)	(0)	(1)	( )	( )	2
6.	Is there a formal procedure for identification and segregation of non-conforming materials?	(2)	(2)	(2)	( )	( )	6
7A.	Are your suppliers required to be involved in a QMP which utilizes statistical methods?	(1)	(0)	(0)	( )	( )	1
7B.	If so, do you require your suppliers to submit SPC charts (data) to demonstrate process control?	( )	( )	( )	(X)	( )	
8.	How do you determine adequate inventory levels?	(2)	(2)	(2)	( )	( )	6

C. INTERNAL QUALITY ASSURANCE

1. Do you analyze non-conforming product returned by customers to:

   a) Determine failure mode? (2)
   b) Develop action steps? (2)
   c) Is a follow-up made with the customer? (2)

2. Is material certification available to Vista, if required? (2)

3. Do you have a system in place to monitor and use customer feedback? (2)

4. Is the team concept utilized in problem solving? (2)

5. Do you audit your quality program progress on a regular basis? (0)

6. Is Quality Control a separate/distinct function in your organization? (0)

   a) Who is responsible for Quality Control? Inspection

D. ORDER PROCESSING

1.	What ensures orders are processed promptly and delivered on agreed date?	(2)	(2)	( )	( )	( )	3
2.	How do you trace and advise Vista on backorders?	(2)	(2)	( )	( )	( )	6
3.	Is there a system in effect to advise Vista of change in delivery schedules?	(2)	(2)	( )	( )	( )	3
4.	How do you ensure that Vista's terms, instructions (invoicing, destination, freight, etc) and pricing are reviewed before shipping and invoicing?	(2)	(2)	( )	( )	( )	3
5.	Is Vista advised of minimum order requirements?	( )	( )	( )	(X)	( )	
6.	How do you verify correct material is being shipped?	(2)	(2)	(2)	( )	( )	6
7.	How do you ensure adequate distribution of current product information?	(2)	(2)	(2)	( )	( )	6

E. VISUAL OBSERVATION

1. General Housekeeping Conditions:

a) Clean Very
b) Needs Improvement

2. Condition of Equipment:

N/A

	Excellent 1	Good 2	Poor 3	Not Applicable
3. Personnel				
a) Helpfulness	X			
b) Knowledgeable	X			
c) Courteous	X			
d) Availability		X		
e) Reliability	X			

WP1/DRP002

Vista Supplier Audit Form

[redacted]

Vulcan CHEMICALS

ATTN: Steve Smith

P.O. BOX 227
GEISMAR, LOUISIANA 70734
(504) 473-5000

A DIVISION OF
VULCAN MATERIALS COMPANY

CERTIFICATE OF ANALYSIS

For

Vista Chemical

CARBON TETRACHLORIDE

Customer Order No.:
Date Shipped: 12/20/90

Vulcan Order No.: 40316
Quantity: 77515
Lot No.: ST-40

COMPONENT	ANALYSIS
Color, APHA	3
Appearance	Clear
Specific Gravity @ 25/25°C	1.5890
Water, ppm	10
Acidity as HCL, ppm	0
Free Halogens	NONE

cc: Technical Service Department
VULCAN CHEMICALS
P.O. Box 7689
Birmingham, AL 35253-0689

Don Joyner
Supplier's Representative

Form No.: 540 1288

CWH 000012082

To _____

From _____

Calculation Sheet

VISTA

Audit Phases

Phase I How do you ensure that we are receiving product that ~~meets~~ conforms to our specifications.

Key Areas: - Sampling Frequency
- Items sampled
- In-process indicators
- Out of spec plans (corrective actions)
- Analytical methods - lab + On-line
  - Accuracy
  - Precision
  - Consistency
  - Calibration

Phase II How do you ensure that we are receiving consistent product?

Key Areas - same as Phase III, also
- SPC charts on finished product
- SPC on - in process indicators
- Frequency of off spec

Phase III How do you ensure continual improvement in the product we are receiving?

Key Areas - Phase I + II
- Focus on improvement areas.

CWH 000012063

Made By _____

Date _____

Page _____ of _____

Job No. _____

Title _____

V3-20G-S

VISTA SUPPLIER QUALITY EVALUATION

DETAILED SURVEY

Review the following questions and evaluate the level of conformance based on the following rating:

Yes, full compliance = 2; partial compliance = 1; No = 0. Three items are to be considered: "Is there a system in effect?" (S), "Are there written procedures?" (P), "Is there documented compliance?" (C)

If there are any comments, indicate by checking the "See Comments" box (See Comm), and summarize any comments on an attachment sheet, referencing the question number.

If a question does not apply to the process, indicate by checking the N/A section.

A. QUALITY MANAGEMENT PHILOSOPHY

		S	P	C	N/A	SEE COMM
1.	Is there a formal Company Quality Policy?	( )	( )		( )	( )
2.	Is there a documented Quality system (i.e., Quality manual) and is it current?	( )	( )	( )	( )	( )
3.	Is there evidence of commitment for continual quality improvement in all aspects of the business?	( )	( )	( )	( )	( )
4.	Is there an on-going program to assure that all employees are formally trained in your Quality procedures, policies and techniques?	( )	( )	( )	( )	( )
5.	Is there a formal program to analyze and reduce customer complaints?	( )	( )	( )	( )	( )
6.	Is there an internal audit system that evaluates the performance of the Quality System?	( )	( )	( )	( )	( )

B. RAW MATERIAL CONTROL

			S	P	C	N/A	SEE COMM
	1.	For purchased material, is there a system that assures the material meets your requirements?	( )	( )	( )	( )	( )
	2.	Are there specifications for all purchased materials?	( )	( )	( )	( )	( )
	3.	For purchased material, is there a system to routinely review/monitor specifications?	( )	( )	( )	( )	( )
	4.	Are these specifications accessible to appropriate personnel? (i.e. QC Lab, Purchasing, Operations)	( )	( )	( )	( )	( )
	5.	Is there a sampling and testing procedure for raw materials? (N/A if SPC or SQC charts are available for all raw materials)	( )	( )	( )	( )	( )
	6.	Are suppliers required to furnish certificates of analysis and are they accessible to appropriate personnel i.e. QC Lab, Purchasing, Operations? (N/A if SQC charts are required for all raw materials)	( )	( )	( )	( )	( )
	7.	Is there a formal procedure for the disposition of non-conforming raw materials?	( )	( )	( )	( )	( )
	8.	Are rejected raw materials identified and physically segregated to prevent use?	( )	( )		( )	( )
	9.	Is there a formal supplier evaluation and rating system?	( )	( )	( )	( )	( )
	10.	Are suppliers required to be involved in a QMP which utilizes SPC techniques?	( )	( )	( )	( )	( )
	11.	Are suppliers required to produce on-going evidence that their processes are in statistical control?	( )	( )	( )	( )	( )

C. IN-PROCESS CONTROL

			S	P	C	N/A	SEE COMM
II	1.	Are all processes identified using flow diagrams?	( )	( )	( )	( )	( )
I	2.	Are there procedures to identify the following:					
		A. Operating procedures?	( )	( )	( )	( )	( )
		B. Critical operating parameters?	( )	( )	( )	( )	( )
		C. Potential process adjustments?	( )	( )	( )	( )	( )
		D. Critical Process Measurements?	( )	( )	( )	( )	( )
—	3.	How are batches defined in this process?	_____				
I	4.	Are in-process and finished batches traceable to raw materials?	( )	( )	( )	( )	( )
I	5.	Are unusual process operations reported to Quality Control?	( )	( )	( )	( )	( )
I	6.	Are calibration requirements of all in-process instrumentation prioritized and routinely followed? (i.e. preventative maintenance schedule)	( )	( )	( )	( )	( )
II	7.	Are control charts maintained on all critical process parameters?	( )	( )	( )	( )	( )
II	8.	Are charted processes monitored routinely to determine if they are in statistical control?	( )	( )	( )	( )	( )
I	9.	Are rework procedures properly authorized?	( )	( )	( )	( )	( )
I	10.	Is there a procedure to identify and dispose of all experimental batches?	( )	( )	( )	( )	( )
I	11.	Is there a first-piece verification or other suitable procedure to insure valid production setups upon product change?	( )	( )	( )	( )	( )
I	12.	During processing, are characteristics inspected or tested to assure the material consistently meets specification? (N/A if SPC charts are used in this process)	( )	( )	( )	( )	( )
I	13.	Are control charts used to monitor variations in test equipment or test procedures?	( )	( )	( )	( )	( )

D. FINISHED PRODUCT CONTROL

		S	P	C	N/A	SEE COMM
I	1. Are there current specifications for all products?	( )	( )	( )	( )	( )
I	2. Are there current test methods for all products?	( )	( )	( )	( )	( )
II	3. Are control charts used to monitor finished product specifications? (N/A if adequate control charts are maintained on process parameters.)	( )	( )	( )	( )	( )
I	4. Are Vista's specifications readily available to appropriate personnel?	( )	( )	( )	( )	( )
I	5. Is there a policy for the disposition of non-conforming finished product?	( )	( )	( )	( )	( )
I	6. Are Vista's packaging and coding requirements maintained and followed?	( )	( )	( )	( )	( )
I	7. Are shipping containers and product packages inspected for cleanliness and integrity?	( )	( )	( )	( )	( )
I	8. Is a zero discrepancy acceptance criterion used for product sampling programs (i.e. waivers are not allowed)?	( )	( )	( )	( )	( )

E. QUALITY ASSURANCE

		S	P	C	N/A	SEE COMM
I	1. Is certification of product conformance to specification supplied to Vista? (N/A if not previously requested)	( )	( )	( )	( )	( )
III	2. Is a system in place to monitor and use customer feedback?	( )	( )	( )	( )	( )
III	3. Do you analyze non-conforming product returned by customers to:					
	A. Determine failure mode?	( )	( )	( )	( )	( )
	B. Develop action steps?	( )	( )	( )	( )	( )
	C. Follow-up with the customer?	( )	( )	( )	( )	( )
I	4. Is Quality Control a separate and distinct part of the plant organization?	( )	( )	( )	( )	( )
	Who is in charge of QC? _____					
~~III~~ II	5. Is SPC training provided to all personnel?	( )	( )	( )	( )	( )
III	6. Is the team concept utilized in problem solving?	( )	( )	( )	( )	( )

F. DELIVERY RATING

The following formula is used to determine the Delivery Rating summarized on Page 2:

DELIVERY RATING FORMULA

$$\frac{B}{Q} \times 100 = \text{Possible points for on-time deliveries}$$

Q - Total number of shipments received

B - Total number of shipments received on-time

Carry the above rating to Page 2 to calculate the overall survey rating.

G. INVOICE RATING

The following formula is used to determine the Invoice Rating Summarized on Page 2:

INVOICE RATING FORMULA

$$\frac{C}{T} \times 100 = \text{Possible points for correct invoicing}$$

C - Number of correct invoices received

T - Total number of invoices received.

Carry the above rating to Page 2 to calculate the overall survey rating.

VISTA SUPPLIER QUALITY EVALUATION

DETAILED SURVEY

SUPPLIER NAME _____

ADDRESS _____

CITY, STATE, ZIP _____

SURVEY DATE _____ LAST SURVEY DATE _____

REASON FOR SURVEY: ( ) ROUTINE ( ) FOLLOW-UP OR CORRECTIVE ACTION

IF FOLLOW-UP OR CORRECTIVE ACTION, PLEASE DESCRIBE: _____

_____

_____

_____

PLEASE LIST SPECIFIC PRODUCTS PRODUCED FOR VISTA AT THIS LOCATION:

_____ _____ _____

_____ _____ _____

SUPPLIER PERSONNEL CONTACTED DURING SURVEY

	NAME	TITLE
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____
5.	_____	_____
6.	_____	_____
7.	_____	_____
8.	_____	_____

VISTA PERSONNEL PRESENT DURING SURVEY

	NAME	TITLE
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____
5.	_____	_____
6.	_____	_____

IF VISTA HAS QUESTIONS CONCERNING IMPLEMENTATION OR INTERPRETATION OF SPC PARAMETERS AT THIS FACILITY, WHO SHOULD BE CONTACTED?

NAME _____ PHONE _____

SUPPLIER RATING RESULTS

	POINTS AWARDED	POINTS POSSIBLE (1)	% POSSIBLE POINTS BY CATEGORY	CATEGORY IMPACT FACTOR	PERCENT OF POINTS AWARDED PER CATEGORY
A. QUALITY MANAGEMENT PHILOSOPHY	____	____	____	X 15%	____
B. RAW MATERIAL CONTROL	____	____	____	X 20%	____
C. IN-PROCESS CONTROL	____	____	____	X 25%	____
D. FINISH PRODUCT CONTROL	____	____	____	X 10%	____
E. QUALITY ASSURANCE	____	____	____	X 10%	____
F. DELIVERY RATING			____	X 15%	____
G. INVOICE RATING			____	X 5%	____
TOTAL					____

(1) Excludes questions marked N/A

VISTA SUPPLIER QUALITY EVALUATION

DETAILED SURVEY

Review the following questions and evaluate the level of conformance based on the following rating:

Yes, full compliance = 2; partial compliance = 1; No = 0. Three items are to be considered: "Is there a system in effect?" (S), "Are there written procedures?" (P), "Is there documented compliance?" (C)

If there are any comments, indicate by checking the "See Comments" box (See Comm), and summarize any comments on an attachment sheet, referencing the question number.

If a question does not apply to the process, indicate by checking the N/A section.

A. QUALITY MANAGEMENT PHILOSOPHY

		S	P	C	N/A	SEE COMM
1.	Is there a formal Company Quality Policy?	( )	( )		( )	( )
2.	Is there a documented Quality system (i.e., Quality manual) and is it current?	( )	( )	( )	( )	( )
3.	Is there evidence of commitment for continual quality improvement in all aspects of the business?	( )	( )	( )	( )	( )
4.	Is there an on-going program to assure that <u>all</u> employees are formally trained in your Quality procedures, policies and techniques?	( )	( )	( )	( )	( )
5.	Is there a formal program to analyze and reduce customer complaints?	( )	( )	( )	( )	( )
6.	Is there an internal audit system that evaluates the performance of the Quality System?	( )	( )	( )	( )	( )

B. RAW MATERIAL CONTROL

		S	P	C	N/A	SEE COMM
1.	For purchased material, is there a system that assures the material meets your requirements?	( )	( )	( )	( )	( )
2.	Are there specifications for all purchased materials?	( )	( )	( )	( )	( )
3.	For purchased material, is there a system to routinely review/monitor specifications?	( )	( )	( )	( )	( )
4.	Are these specifications accessible to appropriate personnel? (i.e. QC Lab, Purchasing, Operations)	( )	( )	( )	( )	( )
5.	Is there a sampling and testing procedure for raw materials? (N/A if SPC or SQC charts are available for all raw materials)	( )	( )	( )	( )	( )
6.	Are suppliers required to furnish certificates of analysis and are they accessible to appropriate personnel i.e. QC Lab, Purchasing, Operations? (N/A if SQC charts are required for all raw materials)	( )	( )	( )	( )	( )
7.	Is there a formal procedure for the disposition of non-conforming raw materials?	( )	( )	( )	( )	( )
8.	Are rejected raw materials identified and physically segregated to prevent use?	( )	( )		( )	( )
9.	Is there a formal supplier evaluation and rating system?	( )	( )	( )	( )	( )
10.	Are suppliers required to be involved in a QMP which utilizes SPC techniques?	( )	( )	( )	( )	( )
11.	Are suppliers required to produce on-going evidence that their processes are in statistical control?	( )	( )	( )	( )	( )

C. IN-PROCESS CONTROL

		S	P	C	N/A	SEE COMM
1.	Are all processes identified using flow diagrams?	( )	( )	( )	( )	( )
2.	Are there procedures to identify the following:					
	A. Operating procedures?	( )	( )	( )	( )	( )
	B. Critical operating parameters?	( )	( )	( )	( )	( )
	C. Potential process adjustments?	( )	( )	( )	( )	( )
	D. Critical Process Measurements?	( )	( )	( )	( )	( )
3.	How are batches defined in this process?	_____				
4.	Are in-process and finished batches traceable to raw materials?	( )	( )	( )	( )	( )
5.	Are unusual process operations reported to Quality Control?	( )	( )	( )	( )	( )
6.	Are calibration requirements of all in-process instrumentation prioritized and routinely followed? (i.e. preventative maintenance schedule)	( )	( )	( )	( )	( )
7.	Are control charts maintained on all critical process parameters?	( )	( )	( )	( )	( )
8.	Are charted processes monitored routinely to determine if they are in statistical control?	( )	( )	( )	( )	( )
9.	Are rework procedures properly authorized?	( )	( )	( )	( )	( )
10.	Is there a procedure to identify and dispose of all experimental batches?	( )	( )	( )	( )	( )
11.	Is there a first-piece verification or other suitable procedure to insure valid production setups upon product change?	( )	( )	( )	( )	( )
12.	During processing, are characteristics inspected or tested to assure the material consistently meets specification? (N/A if SPC charts are used in this process)	( )	( )	( )	( )	( )
13.	Are control charts used to monitor variations in test equipment or test procedures?	( )	( )	( )	( )	( )

D. FINISHED PRODUCT CONTROL

		S	P	C	N/A	SEE COMM
1.	Are there current specifications for all products?	( )	( )	( )	( )	( )
2.	Are there current test methods for all products?	( )	( )	( )	( )	( )
3.	Are control charts used to monitor finished product specifications? (N/A if adequate control charts are maintained on process parameters.)	( )	( )	( )	( )	( )
4.	Are Vista's specifications readily available to appropriate personnel?	( )	( )	( )	( )	( )
5.	Is there a policy for the disposition of non-conforming finished product?	( )	( )	( )	( )	( )
6.	Are Vista's packaging and coding requirements maintained and followed?	( )	( )	( )	( )	( )
7.	Are shipping containers and product packages inspected for cleanliness and integrity?	( )	( )	( )	( )	( )
8.	Is a zero discrepancy acceptance criterion used for product sampling programs (i.e. waivers are not allowed)?	( )	( )	( )	( )	( )

E. QUALITY ASSURANCE

		S	P	C	N/A	SEE COMM
1.	Is certification of product conformance to specification supplied to Vista? (N/A if not previously requested)	( )	( )	( )	( )	( )
2.	Is a system in place to monitor and use customer feedback?	( )	( )	( )	( )	( )
3.	Do you analyze non-conforming product returned by customers to:					
	A. Determine failure mode?	( )	( )	( )	( )	( )
	B. Develop action steps?	( )	( )	( )	( )	( )
	C. Follow-up with the customer?	( )	( )	( )	( )	( )
4.	Is Quality Control a separate and distinct part of the plant organization?	( )	( )	( )	( )	( )
	Who is in charge of QC?	_____				
5.	Is SPC training provided to all personnel?	( )	( )	( )	( )	( )
6.	Is the team concept utilized in problem solving?	( )	( )	( )	( )	( )

F. DELIVERY RATING

The following formula is used to determine the Delivery Rating summarized on Page 2:

DELIVERY RATING FORMULA

$$\frac{B}{Q} \times 100 = \text{Possible points for on-time deliveries}$$

Q - Total number of shipments received

B - Total number of shipments received on-time

Carry the above rating to Page 2 to calculate the overall survey rating.

G. INVOICE RATING

The following formula is used to determine the Invoice Rating Summarized on Page 2:

INVOICE RATING FORMULA

$$\frac{C}{T} \times 100 = \text{Possible points for correct invoicing}$$

C = Number of correct invoices received

T = Total number of invoices received.

Carry the above rating to Page 2 to calculate the overall survey rating.

R. Kane
ICM

TO: Distribution

FROM: Anne Bowman

DATE: April 22, 1988

Interoffice Communication

VISTA

SUBJECT: Minutes from QMP Vendor Evaluation Meeting of April 19, 1988

Attendees: Bob Onofrey, Darwin Phillips, Mike Stillings, Bill Howell, Anne Bowman

Anne Bowman was appointed secretary.

Bob Onofrey opened the meeting by stating the purpose of this meeting was to finalize our Vendor Evaluation Form.

The second category, Material Control, was reviewed and the following questions were agreed to be included.

B.) Material Control	S	P	C	N/A	See Comm.
1.) Do you have specifications for all purchased material?	()	()	()	()	()
2.) Do you maintain documentation and/or certification control on those materials you stock?	()	()	()	()	()
A.) Are they available to appropriate personnel (salesman, office, etc.)	()	()	()	()	()
3.) Do you have a formal quality evaluation and rating system for your suppliers?	()	()	()	()	()
A.) Where is the evaluation conducted? Mfg. Plant___ Other___	()	()	()	()	()
4.) Do you verify incoming materials quality against documented specifications?	()	()	()	()	()

		S	P	C	N/A	See Comm.
5.)	Do you have a sampling and testing procedure for purchased material?	()	()	()	()	()
6.)	Is there a formal procedure for identification and segregating of non-conforming materials?	()	()	()	()	()
7.)	Are your suppliers required to be involved in a QMP which utilizes statistical methods?	()	()	()	()	()
8.)	Is there a system to maintain adequate inventory levels?	()	()	()	()	()

Category #3, was originally to be "Order Processing/Invoicing" but it was agreed to be deleted because some of the same information could be obtained and included in the category of "Daily Performance".

The third category, Internal Quality Assurance, was reviewed and the following questions were agreed to be included:

	C.) Internal Quality Assurance	S	P	C	N/A	See Comm.
1.)	Do you analyze non-conforming product returned by customers to:	()	()	()	()	()
	A. Determine failure mode?	()	()	()	()	()
	B. Develop action steps?	()	()	()	()	()
	C. Is a follow-up made with the customer?	()	()	()	()	()
2.)	Is material certification available to Vista, if required?	()	()	()	()	()
3.)	Do you have a system in place to monitor and use customer feedback?	()	()	()	()	()
4.)	Is the team concept utilized in problem solving?	()	()	()	()	()

		S	P	C	N/A	See Comm.
6.)	Is Quality Control a separate/distinct function in your organization?	()	()	()	()	()
	A. Who is responsible for Quality Control?	()	()	()	()	()

The fourth category, Daily Performance, was reviewed and the following questions were agreed to be included:

D.) Daily Performance

		S	P	C	N/A	See Comm.
1.)	How do you ensure orders are processed promptly and delivered on agreed date?	()	()	()	()	()
2.)	How do you trace and advise Vista on backorders?	()	()	()	()	()
3.)	Is there a system in effect to advise Vista of change in delivery schedules?	()	()	()	()	()
4.)	How do you ensure that Vista's terms, instructions (invoicing, destination, freight, etc.) and pricing are reviewed before shipping and invoicing?	()	()	()	()	()
5.)	Is Vista advised of minimum order requirements?	()	()	()	()	()
6.)	How do you verify correct material is being shipped?	()	()	()	()	()
7.)	How do you insure adequate distribution of current product information?	()	()	()	()	()

The fifth category for general overall review, Visual Observation, was reviewed and the following was agreed to be included:

E.) Visual Observation

1.) General Housekeeping Conditions

A. Clean _____
B. Needs Improvement _____

2.) Condition of equipment _____

	Excellent 1	Good 2	Poor 3
3.) Personnel			
A. Helpfulness	____	____	____
B. Knowledgeable	____	____	____
C. Courteous	____	____	____
D. Availability	____	____	____
E. Reliability	____	____	____

The next topic of discussion was the Vendors Rating Results. The following was decided.

	Total Points(1)	Points Awarded	Percent of Possible Points By Category	Category Impact Factor	Percentage Points Awarded Per Category
A. Quality Management Philosophy	(42)	_____	_____%	X 15%	_____
B. Material Contract	(48)	_____	_____%	X 25%	_____
C. Internal Quality Assurance	(48)	_____	_____%	X 25%	_____
D. Daily Performance	(42)	_____	_____%	X 35%	_____
TOTAL	(180)	_____		100%	_____

(1) Total points possible less 6 points for each N/A.

Attached is a proof copy of the final form. The next meeting is scheduled for Thursday, May 19, 1988 at 8:00 a.m. at the LCLAB Plant to make any changes or corrections to this form.

Anne Bowman

Distribution: RJO, DRP - Houston Purchasing
MGS - LCCP
WRH - VCM

cc: W. H. McNeese - Houston
W. H. Chamberlain - Houston
R. D. Gamblin - Houston
T. F. Wall - LCLAB
P. R. Ardoin - LCCP
A. G. Loudon - LCLAB
M. R. Kane - LCVCM
P. E. Markey - LCVCM
G. G. Draper - Houston
B. H. Swan - LCCP

VISTA QMP MRO/DISTRIBUTOR SUPPLIER
QUALITY EVALUATION

DETAILED SURVEY

SUPPLIER NAME _____

ADDRESS _____

CITY, STATE, ZIP _____

SURVEY DATE _____ LAST SURVEY DATE _____

REASON FOR SURVEY: ( ) ROUTINE ( ) FOLLOW-UP OR CORRECTIVE ACTION

IF FOLLOW-UP OR CORRECTIVE ACTION, PLEASE DESCRIBE:_____

_____

_____

_____

PLEASE LIST SPECIFIC PRODUCTS PROVIDED TO VISTA AT THIS LOCATION:

_____ _____ _____

_____ _____ _____

_____ _____ _____

_____ _____ _____

SUPPLIER PERSONNEL CONTACTED DURING SURVEY

	NAME	TITLE
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____
5.	_____	_____
6.	_____	_____

WP1/DRP002

VISTA PERSONNEL PRESENT DURING SURVEY

	NAME	TITLE
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____
5.	_____	_____
6.	_____	_____

IF VISTA HAS QUESTIONS CONCERNING IMPLEMENTATION OR INTERPRETATION OF SPC PARAMETERS AT THIS FACILITY, WHO SHOULD BE CONTACTED?

NAME _____ PHONE _____

	Total Points(1)	Points Awarded	Percent of Possible Points By Category	Category Impact Factor	Percentage Points Awarded Per Category
A. Quality Management Philosophy	(42)	_____	_____%	X 15%	_____
B. Material Contract	(48)	_____	_____%	X 25%	_____
C. Internal Quality Assurance	(48)	_____	_____%	X 25%	_____
D. Daily Performance	(42)	_____	_____%	X 35%	_____
TOTAL	(180)	_____		100%	_____

(1) Total points possible less 6 points for each N/A.

VISTA QMP MRO/DISTRIBUTION SUPPLIER
QUALITY EVALUATION

DETAILED SURVEY

Review the following questions and evaluate the level of conformance based on the following rate:

Yes, full compliance = 2; partial compliance = 1; No = 0. Three items are to be considered: "Is there a system in effect?" (S), "Are there written procedures?" (P), "Is there documented compliance?" (C)

If there are any comments, indicate by checking the "See Comments" box (See Comm.), and summarize any comments on an attachment sheet, referencing the question number.

		S	P	C	N/A	See Comm.
A.)	Quality Management Philosophy					
1.)	Is there a formal Company Quality Policy?	()	()	()	()	()
	a.) Does it have full support/involvement of Top Management?	()	()	()	()	()
	b.) Is there a documented Quality system (i.e. Quality Manual) and is it current?	()	()	()	()	()
2.)	Is there evidence of commitment for continual quality improvement in all aspects of the business?	()	()	()	()	()
3.)	Is there an ongoing program to assure that all employees are formally trained and involved in your quality procedures, policies, and techniques?	()	()	()	()	()
4.)	Is there a formal program to analyze and reduce customer complaints?	()	()	()	()	()
5.)	Is there an internal audit system that evaluates the performance of the quality system?	()	()	()	()	()

B. Material Control	S	P	C	N/A	See Comm.
1.) Do you have specifications for all purchased material?	()	()	()	()	()
2.) Do you maintain documentation and/or certification control on those materials you stock?	()	()	()	()	()
A. Are they available to appropriate personnel (salesman, office, etc.)?	()	()	()	()	()
3.) Do you have a formal quality evaluation and rating system for your suppliers?	()	()	()	()	()
4.) Do you verify incoming materials quality against documented specifications?	()	()	()	()	()
5.) Do you have a sampling and testing procedure for purchased material?	()	()	()	()	()
6.) Is there a formal procedure for identification and segregating of non-conforming materials?	()	()	()	()	()
7.) Are your suppliers required to be involved in a QMP which utilizes statistical methods?	()	()	()	()	()
8.) Is there a system to maintain adequate inventory levels?	()	()	()	()	()
C.) Internal Quality Assurance					
1.) Do you analyze non-conforming product returned by customers to:	()	()	()	()	()
A. Determine failure mode?	()	()	()	()	()
B. Develop action steps?	()	()	()	()	()
C. Is a follow-up made with the customer?	()	()	()	()	()
2.) Is material certification available to Vista, if required?	()	()	()	()	()

		S	P	C	N/A	See Comm.
3.)	Do you have a system in place to monitor and use customer feedback?	()	()	()	()	()
4.)	Is the team concept utilized in problem solving?	()	()	()	()	()
5.)	Do you audit your quality program progress on a regular basis?	()	()	()	()	()
6.)	Is Quality Control a separate/ distinct function in your organization?	()	()	()	()	()
D.)	Daily Performance					
1.)	How do you ensure orders are processed promptly and delivered on agreed date?	()	()	()	()	()
2.)	How do you trace and advise Vista on backorders?	()	()	()	()	()
3.)	Is there a system in effect to advise Vista of change in delivery schedules?	()	()	()	()	()
4.)	How do you ensure that Vista's terms, instructions (invoicing, destination, freight, etc.) and pricing are reviewed before shipping and invoicing?	()	()	()	()	()
5.)	Is Vista advised of minimun order requirements?	()	()	()	()	()
6.)	How do you verify <u>correct</u> material is being shipped?	()	()	()	()	()
7.)	How do you insure adequate distribution of current product information?	()	()	()	()	()
E.)	Visual Observation					
1.)	General Housekeeping Conditions					

A. Clean _____
B. Needs Improvement_____

2.) Condition of Equipment _____

	Excellent 1	Good 2	Poor 3
3.) Personnel			
A. Helpfulness	____	____	____
B. Knowledgeable	____	____	____
C. Courteous	____	____	____
D. Availability	____	____	____
E. Reliability	____	____	____

VISTA SUPPLIER QUALITY EVALUATION

DETAILED SURVEY

SUPPLIER NAME _____

ADDRESS _____

CITY, STATE, ZIP _____

SURVEY DATE _____ LAST SURVEY DATE _____

REASON FOR SURVEY: ( ) ROUTINE ( ) FOLLOW-UP OR CORRECTIVE ACTION

IF FOLLOW-UP OR CORRECTIVE ACTION, PLEASE DESCRIBE: _____

_____

_____

_____

PLEASE LIST SPECIFIC PRODUCTS PRODUCED FOR VISTA AT THIS LOCATION:

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

SUPPLIER PERSONNEL CONTACTED DURING SURVEY

	NAME	TITLE
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____
5.	_____	_____
6.	_____	_____

WP1/DRP002

CWH 000012110

VISTA PERSONNEL PRESENT DURING SURVEY

	NAME	TITLE
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____
5.	_____	_____
6.	_____	_____

IF VISTA HAS QUESTIONS CONCERNING IMPLEMENTATION OR INTERPRETATION OF SPC PARAMETERS AT THIS FACILITY, WHO SHOULD BE CONTACTED?

NAME _____ PHONE _____

PLEASE INDICATE THE GENERAL CONDITION OF THE FACILITIES, HOUSEKEEPING, ETC.

_____

SUPPLIER RATING RESULTS

	POINTS AWARDED	POINTS POSSIBLE (1)	PERCENT OF POSSIBLE POINTS BY CATEGORY	CATEGORY IMPACT FACTOR	PERCENTAGE POINTS AWARDED PER CATEGORY
A. QUALITY MANAGEMENT PHILOSOPHY	_____	_____	_____%	X 15%	_____
B. RAW MATERIAL CONTROL	_____	_____	_____%	X 20%	_____
C. IN-PROCESS CONTROL	_____	_____	_____%	X 30%	_____
D. FINISH PRODUCT CONTROL	_____	_____	_____%	X 20%	_____
E. QUALITY ASSURANCE	_____	_____	_____%	X 15%	_____
TOTALS	_____	_____			_____

(1) TOTAL POINTS POSSIBLE LESS 6 POINTS FOR EACH N/A

WP1/DRP002

VISTA SUPPLIER QUALITY EVALUATION

DETAILED SURVEY

Review the following questions and evaluate the level of conformance based on the following rating:
Yes, full compliance = 2; partial compliance = 1; No = 0. Three items are to be considered: "Is there a system in effect?" (S), "Are there written procedures?" (P), "Is there documented compliance?" (C)

If there are any comments, indicate by checking the "See Comments" box (See Comm), and summarize any comments on an attachment sheet, referencing the question number.

If a question does not apply to the process, indicate by checking the N/A section.

A. QUALITY MANAGEMENT PHILOSOPHY

		S	P	C	N/A	SEE COMM
1.	Is there a formal Company Quality Policy?	( )	( )	( )	( )	( )
	Is there a documented Quality system (i.e., Quality manual) and is it current?	( )	( )	( )	( )	( )
2.	Is there evidence of commitment for continual quality improvement in all aspects of the business?	( )	( )	( )	( )	( )
3.	Is there an on-going program to assure that all employees are formally trained in your Quality procedures, policies and techniques?	( )	( )	( )	( )	( )
4.	Is there a formal program to analyze and reduce customer complaints?	( )	( )	( )	( )	( )
5.	Is there an internal audit system that evaluates the performance of the Quality System?	( )	( )	( )	( )	( )

B. RAW MATERIAL CONTROL

		S	P	C	N/A	SEE COMM
1.	For purchased material is there a system that assures the material meets your requirements?	( )	( )	( )	( )	( )
2.	Are there specifications for all purchased materials?	( )	( )	( )	( )	( )

		S	P	C	N/A	SEE COMM
3.	For purchased material, is there a system to review/monitor specifications?	( )	( )	( )	( )	( )
4.	Are these specifications accessible to appropriate personnel? (i.e. QC Lab, Purchasing, Operations)	( )	( )	( )	( )	( )
5.	Is there a sampling and testing procedure for raw materials?	( )	( )	( )	( )	( )
6.	Are suppliers required to furnish certificates of analysis and are they accessible to appropriate personnel? (i.e. QC Lab, Purchasing, Operations)	( )	( )	( )	( )	( )
7.	Is there a formal procedure for the disposition of non-conforming raw materials?	( )	( )	( )	( )	( )
8.	Are rejected raw materials identified and physically segregated to prevent use?	( )	( )	( )	( )	( )
9.	Is there a formal vendor evaluation and rating system?	( )	( )	( )	( )	( )
10.	Are suppliers required to be involved in a QMP which utilizes SPC techniques?	( )	( )	( )	( )	( )
11.	Are suppliers required to produce on-going evidence that their processes are in statistical control?	( )	( )	( )	( )	( )

C. <u>IN-PROCESS CONTROL</u>

		S	P	C	N/A	SEE COMM
1.	Are all processes identified using flow diagrams? Attach all pertinent PFD's.	( )	( )	( )	( )	( )
2.	Are there procedures to identify the following:					
	A. Operating procedures?	( )	( )	( )	( )	( )
	B. Critical parameters?	( )	( )	( )	( )	( )
	C. Potential Process adjustments?	( )	( )	( )	( )	( )
	D. Process Measurements?	( )	( )	( )	( )	( )

		S	P	C	N/A	SEE COMM
3.	Are in-process and finished batches traceable to raw materials? How are batches defined in this process? _____	( )	( )	( )	( )	( )
4.	Are unusual process operations reported to Quality Control?	( )	( )	( )	( )	( )
5.	Are calibration requirements of all instrumentation prioritized and routinely followed?	( )	( )	( )	( )	( )
6.	Is there a formal preventive maintenance schedule?	( )	( )	( )	( )	( )
7.	Are control charts maintained on all critical process parameters?	( )	( )	( )	( )	( )
8.	Are charted processes monitored routinely to determine if they are in statistical control?	( )	( )	( )	( )	( )
9.	Are rework procedures properly authorized?	( )	( )	( )	( )	( )
10.	Is there a procedure to identify and dispose of all experimental batches?	( )	( )	( )	( )	( )
11.	Is there a first-piece verification or other suitable procedure to insure valid production setups?	( )	( )	( )	( )	( )
12.	During processing, are characteristics inspected or tested to assure the material consistently meets specification?	( )	( )	( )	( )	( )

D. <u>FINISHED PRODUCT CONTROL</u>

		S	P	C	N/A	SEE COMM
1.	Are there specifications:					
	a. For all products?	( )	( )	( )	( )	( )
	b. Are they current?	( )	( )	( )	( )	( )
2.	Are there test methods:					
	a. For all products?	( )	( )	( )	( )	( )
	b. Are they current?	( )	( )	( )	( )	( )

		S	P	C	N/A	SEE COMM
3.	Are control charts used to monitor finished product specifications?	( )	( )	( )	( )	( )
4.	Are Vista's specifications readily available to appropriate personnel?	( )	( )	( )	( )	( )
5.	Is there a policy for the disposition of non-conforming finished product?	( )	( )	( )	( )	( )
6.	Are Vista's packaging and coding requirements maintained and followed?	( )	( )	( )	( )	( )
7.	Are shipping containers and product packages inspected for cleanliness and integrity?	( )	( )	( )	( )	( )
8.	Is a zero discrepancy acceptance criterion used for product sampling programs?	( )	( )	( )	( )	( )

E. <u>QUALITY ASSURANCE</u>

		S	P	C	N/A	SEE COMM
1.	Is there a Quality assurance manual defining the Quality control operations and functions for specific processes?	( )	( )	( )	( )	( )
2.	Is there traceability of the delivered product back to raw materials?	( )	( )	( )	( )	( )
3.	Is certification of product conformance to specification supplied to Vista?	( )	( )	( )	( )	( )
4.	Do you analyze non-conforming product returned by customers to:					
	A. determine failure mode?	( )	( )	( )	( )	( )
	B. Develop action steps?	( )	( )	( )	( )	( )
	C. Is a follow-up made with the customer?	( )	( )	( )	( )	( )
5.	Is Quality Control a separate and distinct part of the plant organization? Who is in charge of QC?	( )	( )	( )	( )	( )
6.	Has statistical process control been implemented in this facility?	( )	( )	( )	( )	( )

		S	P	C	N/A	SEE COMM
7.	Is SPC training provided to all personnel?	( )	( )	( )	( )	( )
8.	Is the team concept utilized in problem solving?	( )	( )	( )	( )	( )
9.	Are control charts used to monitor variations in test equipment?	( )	( )	( )	( )	( )
10.	Is a system in place to monitor and use customer feedback?	( )	( )	( )	( )	( )
11.	Attach a general block flow diagram of your order entry process through invoice mailing.					

To: Distribution

From: D. R. Phillips
Date: May 31, 1988

Interoffice Communication

Subject: **SUPPLIER QUALITY EVALUATION FORM**

VISTA

The attached Supplier Quality Evaluation Form for MRO Suppliers and Distributors was developed as a tool to compliment our existing detailed survey for manufacturers.

The team would appreciate your comments on the form by Wednesday, June 15.

Thanks.

D. R. Phillips

DRP/rr

Distribution:
P. R. Ardoin, LCCP
D. A. Barclay, Blane
L. R. Bauer, Baltimore
W. H. Chamberlain
R. A. Conrad, VCM
J. A. DeBernardi
R. C. DeYoung, Premiere
J. Friend, LCCP
R. D. Gamblin
H. D. Garrison, OKC
D. W. Hollis, Aberdeen
T. H. Huffman
J. E. Little, Aberdeen
M. R. Kane, VCM
A. G. Loudon, LAB
J. B. Maher, Hammond
P. E. Markey, VCM
E. McIninch, Baltimore
J. J. McLaughlin, OKC
W. H. McNeese
C. R. Miller, Blane
A. E. Russell, Hammond
S. K. Saborsky, Premiere
R. J. Schettek
R. W. Seymour, Aberdeen
A. W. Sirmons, OKC
B. H. Swan, LCCP
M. A. Swierc, Aberdeen
M. F. Ticar, Baltimore
A. T. Trent
T. F. Wall, LAB
J. W. Ware, LAB
C. C. Wyche, Baltimore

WP7/DRP025

VISTA SUPPLIER QUALITY EVALUATION

DETAILED SURVEY

SUPPLIER NAME _____

ADDRESS _____

CITY, STATE, ZIP _____

SURVEY DATE _____ LAST SURVEY DATE _____

REASON FOR SURVEY: ( ) ROUTINE ( ) FOLLOW-UP OR CORRECTIVE ACTION

IF FOLLOW-UP OR CORRECTIVE ACTION, PLEASE DESCRIBE: _____

_____

_____

_____

PLEASE LIST SPECIFIC PRODUCTS PRODUCED FOR VISTA AT THIS LOCATION:

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

SUPPLIER PERSONNEL CONTACTED DURING SURVEY

	NAME	TITLE
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____
5.	_____	_____
6.	_____	_____

VISTA PERSONNEL PRESENT DURING SURVEY

	NAME	TITLE
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____
5.	_____	_____
6.	_____	_____

IF VISTA HAS QUESTIONS CONCERNING IMPLEMENTATION OR INTERPRETATION OF SPC PARAMETERS AT THIS FACILITY, WHO SHOULD BE CONTACTED?

NAME _____ PHONE _____

SUPPLIER RATING RESULTS

	TOTAL POINTS	POINTS AWARDED	PERCENT OF POSSIBLE POINTS BY CATEGORY	CATEGORY IMPACT FACTOR	PERCENTAGE POINTS AWARDED PER CATEGORY
A. QUALITY MANAGEMENT PHILOSOPHY	_____	_____	_____%	X 15%	_____
B. MATERIAL CONTROL	_____	_____	_____%	X 25%	_____
C. INTERNAL QUALITY ASSURANCE	_____	_____	_____%	X 25%	_____
D. ORDER PROCESSING	_____	_____	_____%	X 35%	_____
TOTAL				100%	

VISTA SUPPLIER QUALITY EVALUATION

DETAILED SURVEY

Review the following questions and evaluate the level of conformance based on the following rating:

Yes, full compliance = 2; partial compliance = 1; No = 0. Three items are to be considered: "Is there a system in effect?" (S), "Are there written procedures?" (P), "Is there documented compliance?" (C)

If there are any comments, indicate by checking the "See Comments" box (See Comm), and summarize any comments on an attachment sheet, referencing the question number.

If a question does not apply to the process, indicate by checking the N/A section.

A. QUALITY MANAGEMENT PHILOSOPHY

		S	P	C	N/A	SEE COMM
1.	Is there a formal Company Quality Policy?	( )	( )	( )	( )	( )
	a) Does it have full support/involvement of top management?	( )	( )	( )	( )	( )
	b) Is there a documented Quality System (i.e., Quality Manual) and is it current?	( )	( )	( )	( )	( )
2.	Is there evidence of commitment for continual quality improvement in all aspects of the business?	( )	( )	( )	( )	( )
3.	Is there an ongoing program to assure that all employees are formally trained and involved in your quality procedures, policies and techniques?	( )	( )	( )	( )	( )
4.	Is there a formal program to analyze and reduce customer complaints?	( )	( )	( )	( )	( )
5.	Is there an internal audit system that evaluates the performance of the quality system?	( )	( )	( )	( )	( )

B. MATERIAL CONTROL

		S	P	C	N/A	SEE COMM
1.	Do you have specifications for all purchased material?	( )	( )	( )	( )	( )
Ø.	Do you maintain documentation and/or certification control on those materials you stock?	( )	( )	( )	( )	( )
	a) Are they available to appropriate personnel (salesman, office, etc)?					
3.	Do you have a formal quality evaluation and rating system for your suppliers?	( )	( )	( )	( )	( )
	a) Where is the evaluation conducted?	_____				
4.	Do you verify incoming material quality against documented specifications?	( )	( )	( )	( )	( )
5.	Do you have a sampling and testing procedure for purchased material?	( )	( )	( )	( )	( )
6.	Is there a formal procedure for identification and segregation of non-conforming materials?	( )	( )	( )	( )	( )
7.	Are your suppliers required to be involved in a QMP which utilizes statistical methods?	( )	( )	( )	( )	( )
8.	How do you determine adequate inventory levels?	( )	( )	( )	( )	( )

C. INTERNAL QUALITY ASSURANCE

	S	P	C	N/A	SEE COMM
1. Do you analyze non-conforming product returned by customers to:					
a) Determine failure mode?	( )	( )	( )	( )	( )
b) Develop action steps?	( )	( )	( )	( )	( )
c) Is a follow-up made with the customer?	( )	( )	( )	( )	( )
2. Is material certification available to Vista, if required?	( )	( )	( )	( )	( )
3. Do you have a system in place to monitor and use customer feedback?	( )	( )	( )	( )	( )
4. Is the team concept utilized in problem solving?	( )	( )	( )	( )	( )
5. Do you audit your quality program progress on a regular basis?	( )	( )	( )	( )	( )
6. Is Quality Control a separate/distinct function in your organization?	( )	( )	( )	( )	( )

a) Who is responsible for Quality Control? _____

D. ORDER PROCESSING

		S	P	C	N/A	SEE COMM
1.	What ensures orders are processed promptly and delivered on agreed date?	( )	( )	( )	( )	( )
2.	How do you test and advise Vista on backorders?	( )	( )	( )	( )	( )
3.	Is there a system in effect to advise Vista of change in delivery schedules?	( )	( )	( )	( )	( )
4.	How do you ensure that Vista's terms, instructions (invoicing, destination, freight, etc) and pricing are reviewed before shipping and invoicing?	( )	( )	( )	( )	( )
5.	Is Vista advised of minimum order requirements?	( )	( )	( )	( )	( )
6.	How do you verify correct material is being shipped?	( )	( )	( )	( )	( )
7.	How do you ensure adequate distribution of current product information?	( )	( )	( )	( )	( )

E. VISUAL OBSERVATION

1. General Housekeeping Conditions:

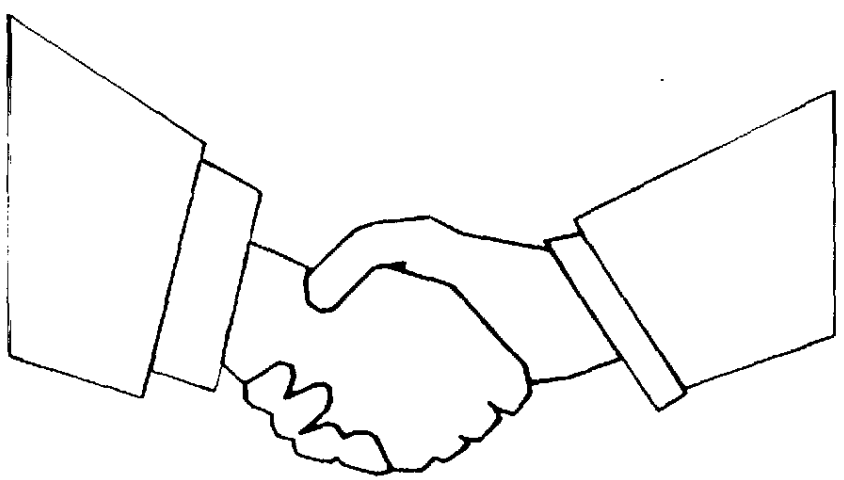
   a) Clean _____
   b) Needs Improvement _____

2. Condition of Equipment:

   _____

	Excellent 1	Good 2	Poor 3	See Comm
3. Personnel				
a) Helpfulness	_____	___	___	_____
b) Knowledgeable	_____	___	___	_____
c) Courteous	_____	___	___	_____
d) Availability	_____	___	___	_____
e) Reliability	_____	___	___	_____

SUPPLIER PARTNERSHIP DEVELOPMENT



NEW MATERIALS MANAGEMENT PHILOSOPHY

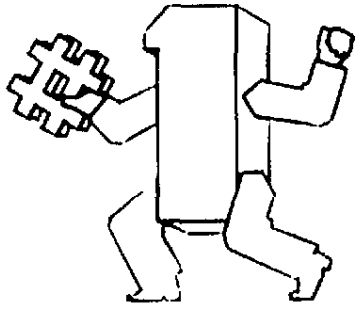
Trust
Single–sourcing
Early supplier involvement
Design of Experiments
Commodity Teams
Just–In–Time deliveries

Table 4. Why a supplier-customer partnership is a win-win relationship.

Buyer Responsibilities-Supplier Benefits	*Mutual Responsibilities*	*Supplier Responsibilities-Buyer Benefits*
• Longer-term contracts • Larger volume • Fewer suppliers • Consultation in design • Technical help • Quality assistance • Higher yields • More stable forecasts • Fair dealings, fair profit, fair ROI	• Trust, loyalty • Long-term marriage • Win-win relationship • Mutually acceptable specifications • Financial incentives/penalties	• Excellent quality • Lower prices • Early delivery • Reduced cycle time • Ideas for improvement • Design assistance • Standardization assistance

TABLE A: THE FOUR STAGES OF SUPPLY MANAGEMENT

AREA	STAGE 1 CONFRONTATION	STAGE 2 ARMS LENGTH	STAGE 3 GOAL CONGRUENCE	STAGE 4 FULL PARTNERSHIP
Supplier Relationships	• Distrust	• Suspicion	• Limited Trust	• Full Trust
	• Supplier Proliferation	• Multiple Supplies	• Reduced Supplier Base	• Single Sourcing
	• Economic Dominance	• Laissez Faire	• Preferred Suppliers	• Partnership Suppliers
	• Supplier Kept in Dark	• Limited Information	• Mutual Consultations	• Frequent Visits, Training, and Technical Help
Management	• D/L Focus	• Automation Focus	• FMS Focus	• Supply Mgmt. Focus
	• Purchasing - An Appendage	• Cost Pre-occupation	• Quality Pre-occupation	• Emphasis on Quality, Cost and Cycle Time
	• Crisis Mgmt.	• Nomadic Mgmt.	• Settled Mgmt.	• Team Management
	• No Commitment to Partnership	• Cautious Overtures	• "Open Kimono" Policy	• Early Supplier Involvement
	• No Tapping of Supplier Creativity	• Creativity Neutrality	• Supplier Cost Reductions with No Sharing	• Savings Sharing
Organization	• Functional Barriers	• Matrix	• Centralized Supply Mgmt.	• Commodity Teams
	• Purchasing De-centralized	• Sourcing - Purchasing Separation	• SQA - Part of Supply Mgmt.	• ENG, SQA, Purchasing and Supplier One Team
Measurement	• Price, Price, Price	• Stock-outs	• Inventory Turns	• Total Cost (Price and Cost of Poor Quality, Delivery)
	• Variation from Budget	• Line Shut-downs	• Lead Time Reduction	• Total Cycle Time
Quality	• Specs: Vague, Arbitrary	• Specs: Formula Computer Approximate	• Classification of Characteristics	• Specs Thru Q.F.D.
	• Boiler Plate A.Q.L.s	• Reduced A.Q.L.s	• Zero Defects	• Target Values
	• Heavy Incoming Insp.	• Reduced Incoming Insp.	• Skip Lot	• Certification
	• C_{P_K} Unknown	• C_{P_K} > 1.33	• C_{P_K} > 2.0	• C_{P_K} > 5.0
	• S.P.C. Unknown	• S.P.C. = Control Charts	• D.O.E. to Solve Problems & Pre-control for S.P.C.	• D.O.E. at Design Stage of Product/Process
Cost	• 3 Quote Syndrome	• Negotiations - Thru Bluff and Bluster	• Value Engineering	• Cost Targeting
	• Part Proliferation	• Standardization	• Reduced Part No. and Model Base	• Business Concentration
	• Random Part No. System	• Preferred Parts List	• Description Data Base	• Group Technology
Cycle Time (J.I.T.)	• Large Safety Stocks	• M.R.P. and Over-Reliance on Computer	• Focused Factories	• Schedule Linearity
	• Long Lead Time	• Push System	• Pull System	• Indirect Labor Productivity
	• Poor and Yo-yo Forecasts	• Long Production Runs • Long Set-up Time • Process Flow	• Small Lot Sizes, Short Set-up and Use • Product Flow	• Near-Instant Customer Delivery

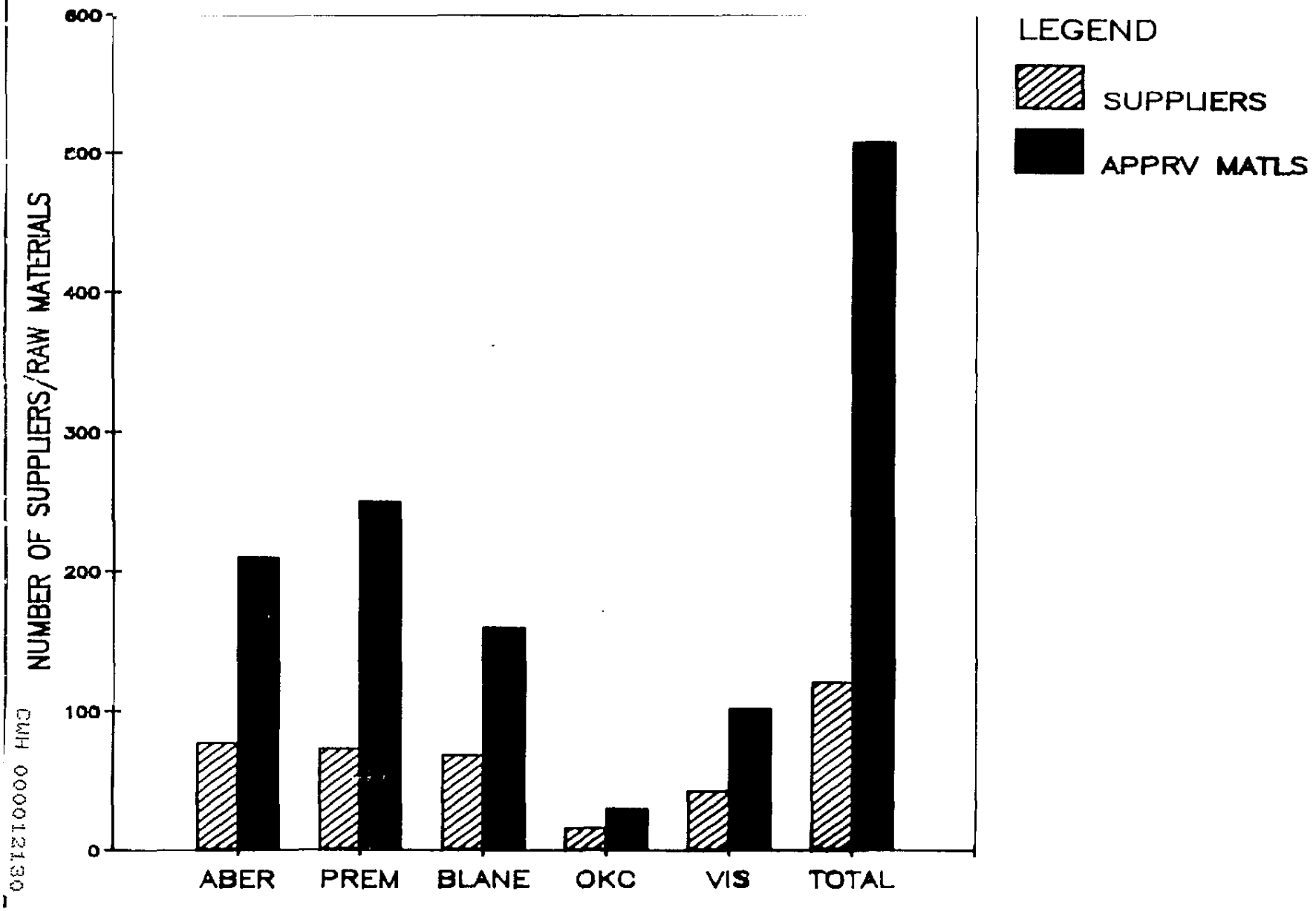


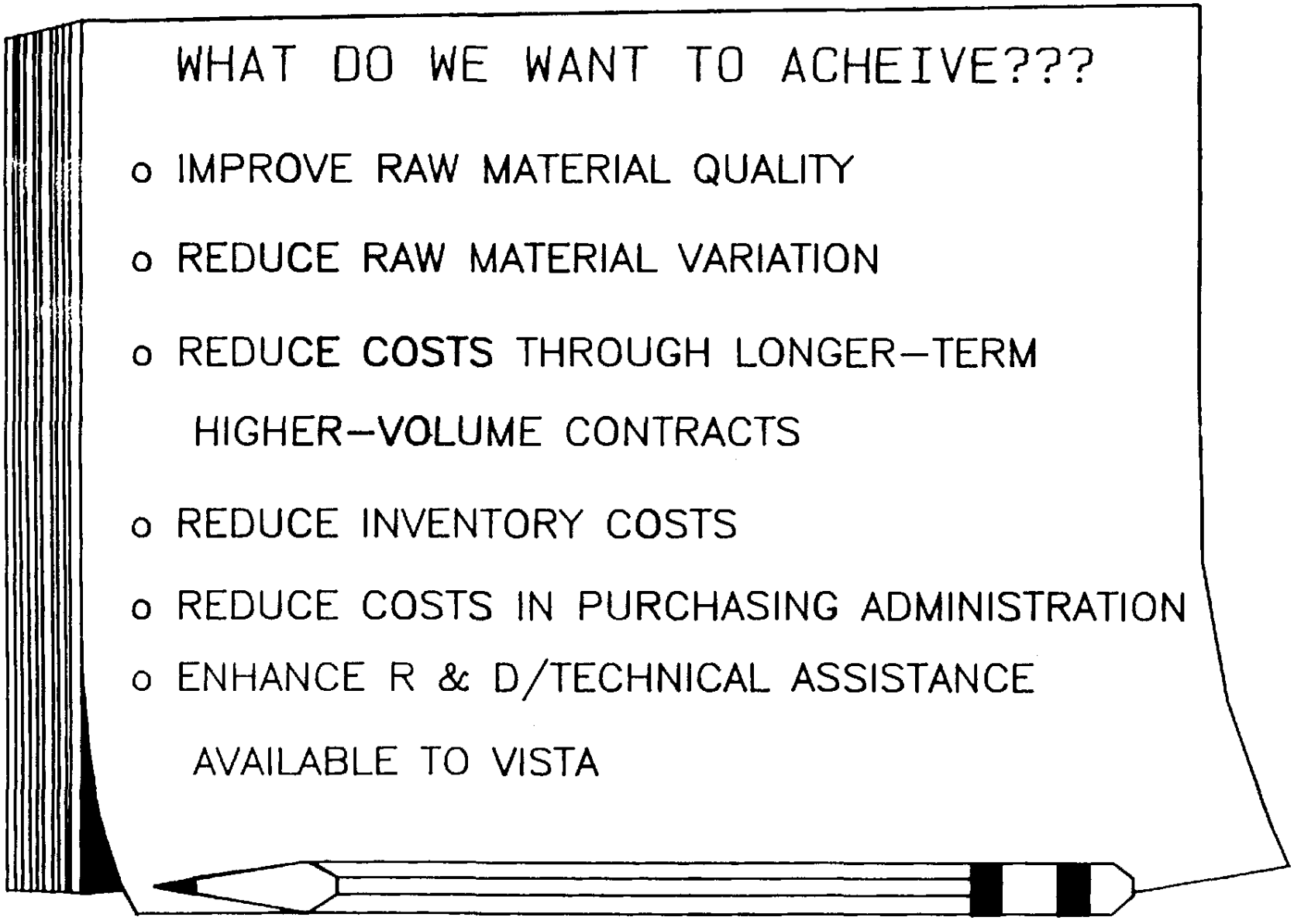
PROBLEM IN ESTABLISHING

MEANINGFUL SUPPLIER PARTNERSHIPS ...

TOO MANY RAW MATERIALS AND SUPPLIERS !!!

POLYMERS APPROVED RAW MATERIALS



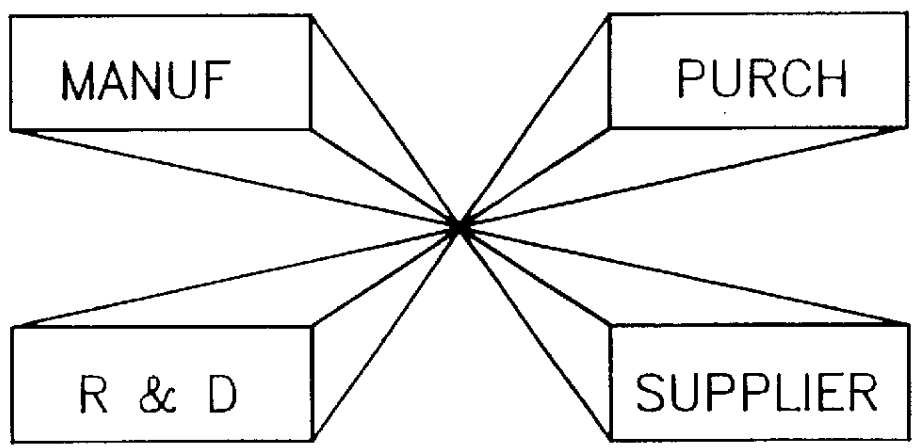


FUTURE WORK

1. Establish Commodity Teams
2. Continue Supplier Surveys
3. Develop Intimate Supply Partnerships
4. Develop an Overall Raw Material Supply Process

ESTABLISH COMMODITY TEAMS

- Organize within different Business Areas
- Make **appropriate** personnel available

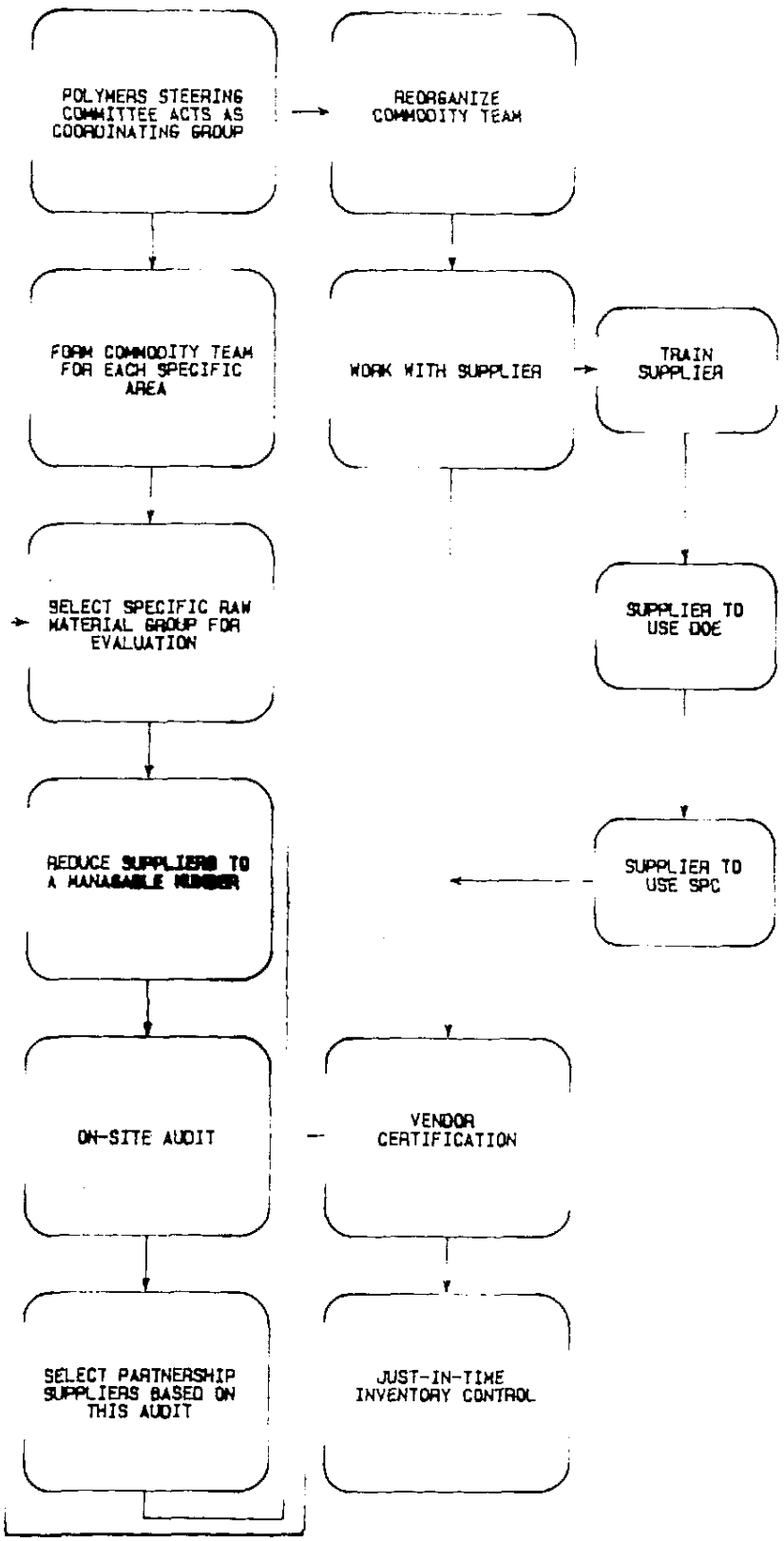


SUPPLIER EVALUATION AND SELECTION

"... the knowledge required to select suppliers that will be **good** candidates for a long-term relationship **directed** toward continuous improvement does not and will not reside exclusively within the purchasing function."

Ohio Quality and Productivity
Forum Roundtable Conference

SUPPLIER EVALUATION
PROPOSED PROGRAM



1988 SURVEYS COMPLETED

SURFACTANTS	
ALUMINUM POWDER	1
CHLORINE	3
BENZENE	1
KEROSENE	1
SPECIALTY	1
POLYMERS	
LEAD STABILIZERS	2
TIN STABILIZERS	3
PLASTICIZERS	1
CLAYS	2
INITIATORS	2
MRO/PACKAGING/SPECIALTY	
PACKAGING	9
DRUMS	2
WATER TREATMENT	2
COMPUTER PAPER	2
MRO SUPPLIES	2
	===
	34

1989 SURVEYS PLANNED

SURFACTANTS	
ALUMINUM POWDER	2
KEROSENE	3
BENZENE	2
ETHYLENE OXIDE	1
ALUMINUM CHLORIDE	3
POLYMERS	
ANTIMONY TRIOXIDE	2
INITIATORS	1
CALCIUM STEARATE	2
PHTHALIC ANHYDRIDE	3
IMPACT MODIFIERS	2
MRO/PACKAGING/SPECIALTY	
MRO	9
PACKAGING	3
DISTRIBUTORS	4
SPECIALTY	3
	===
	48

DEVELOP INTIMATE SUPPLY PARTNERSHIPS

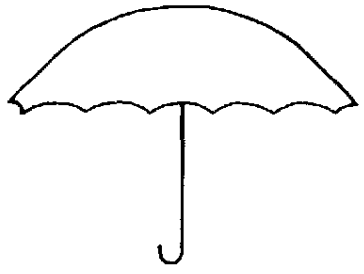
1989 GOALS:

One Commodity Team establishes a detailed partnership with one supplier.

Two other Commodity Teams are initiated.

1990 and BEYOND:

Continue reducing the number of suppliers and establishing partnerships.



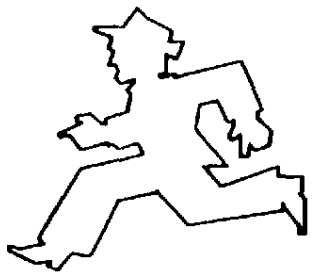
DEVELOP AN OVERALL RAW MATERIAL SUPPLY PROCESS

1. Supplier evaluation and certification process

2. Raw material approval process

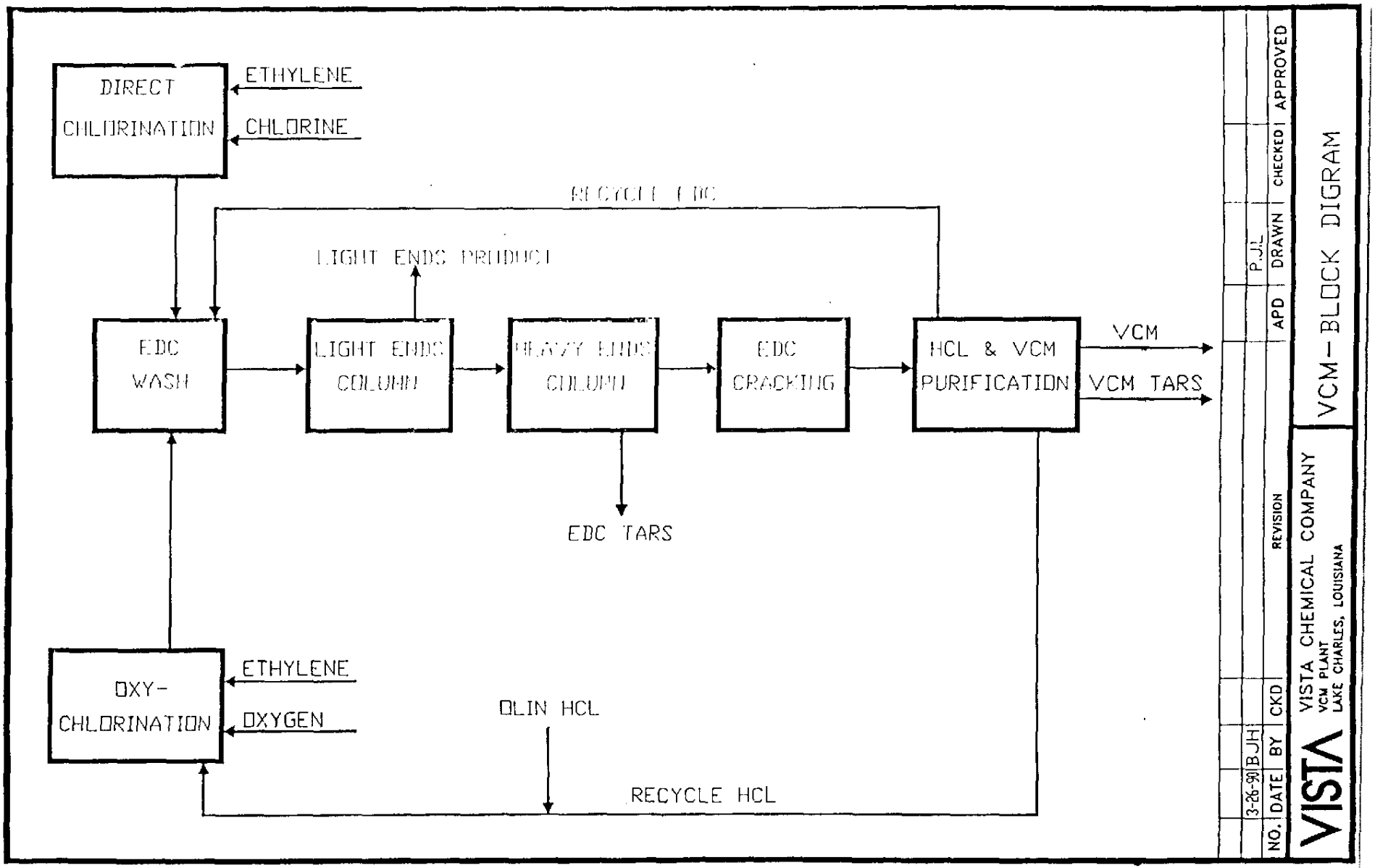
1989 MANPOWER REQUIREMENTS

- Purchasing 0.25–0.5 man–years
- Manufacturing 0.25–0.5 man–years
  (Excluding test–runs, etc.)
- R & D 0.25–0.5 man–years
  (Excluding any extensive lab work)



For EACH RAW Material 1) Do we Receive COA's ?
2) Which parameters are important / which VCM plant parameters are affected by supplier purity - pick top two
3) Do we analyze ?

CWH 00001214 1



Statistical Summary

Sphere Analyses
May Through June, 1991

Component	LCL	Mean	UCL
Alkalinity, ppm as NaOH	0.015	0.306	0.597
Iron, Nonfilterable ppm	-0.039	0.034	0.108
Water, ppm	6.0	55.1	104.3
Acetaldehyde, ppm	-0.072	0.141	0.354
Acetylene, ppm	-0.138	0.044	0.226
1,3-Butadiene, ppm	5.050	7.087	9.124
C4 Unsaturates, ppm	11.180	16.665	22.151
Methyl Chloride, ppm	26.148	45.185	64.222

Tank Car Analyses
May Through "mid" July, 1991

Component	LCL	Mean	UCL
Oxygen Before Loading, ppm	-129.8	175.2	480.3
Oxygen After Loading, ppm	-60.0	85.5	231.0

Lake Charles VCM Plant
QMP History

1986	Full Time Coordinator — Facilitate efforts / be a resource QIP Training - Salaried -Quality Philosophy -SPC -Problem Solving
1987	IPSM Training - All Employees - develop better understanding/enhance working relationships QIP Training - Hourly Personnel Operations Charting Begins Lab QA Team Formed — establish QA for critical measurements -Lab Charting Begins - provide valid analytical results Experimental Design Training Begins
1988	Team Management Training Begins For Salaried Personnel - Use teams as a forum for process improvement -Teamwork -Problem Solving
1989	Natural Team Startup - all employees involved in process
1990	Gainsharing - Share [illegible] as made Team Management Training - Maint. Operations Charting Revised - never made any tremendous headway - realized need to make it effective -just recently put a system in which should begin to move us in the right direction

9-28-90

To: All team members, HOA, WPB, SMS

Re: Tenth meeting of the pipefitter-welder natural team

Attendees: GLL,BTH,BB,HJA,LBT,KWV,JNF,LD,GMS(facilitator)

The meeting opened in due form at 7:30 a.m., with Garland serving as team leader. The minutes of the previous meeting were read and reviewed. The code of conduct was reviewed with no discussion brought up--none was needed. We went directly into the agenda, which was shop safety problems. Nelson noted that the breathing air system had been installed in the shop, and was something that had been needed for some time. Luke brought up that a manifold system for the oxy-acetylene torches was needed to eliminate the problem of all the "burning" rigs being scattered around in the shop. This causes a congested work area, as well as other problems. Joel pointed out that housekeeping during major outages such as turnarounds, equipment failures, etc. cause additional safety problems. Barry mentioned the traffic problem in the shop area-too many people passing through without safety equipment-(sales people, visitors, etc.) Tom brought up the storage bin on the south wall-it needs to be revised, the shop grinder needs warning signs and shields replaced, the N2 test table needs to be organized with racks, etc. being installed and labeled, and the problem with other crafts leaving junk and other materials in the pipe shop. Kenneth mentioned that people using portable grinders need to be aware of the direction of their "spark stream", as this could cause injury to others in the area. Garland said that we need a storage cabinet for combustible materials used in the shop, and set up a pm program for stationary equipment, we also have a problem with electrical cords on fans, and other equipment causing tripping hazards-we need to look at an overhead plug system. On the second round of brainstorming, Barry pointed out that contaminated materials need to be cleaned before bringing into the shop. Koon said that the roof exhaust fan needs to be repaired or replaced, and that it is too small anyway.

We then did a recap and decided we would begin working on problem solving as follows; Koon and Kenneth-check on ventilation and flammable storage problem; Joel and Larry-work on housekeeping and test table problem; Barry and Luke-traffic and electrical cord problem; Garland, Tom, and Shoe-equipment "pm" program, oxy-acet. header, and storage bin problems. The consensus was that we would begin working on these problems ASAP and have a progress report ready for the next meeting which was set for Oct. 10. Having no further business to conduct, the meeting adjourned at 8:10 am.

Luke Dartez, Recording Secretary

Meeting Agenda

Meeting Subject: Gilbarco/Kodak National Team Meeting #12

Date/Time: 9-28-90 2:30 PM. To 3:30 PM.

Place: South Conference Building

Attendees: J.B. K.W. R.L. P.B. T.C. (Facil) S.M.S.

Purpose/Objectives: (1) Identify top potential safety hazards (2) Identify causes, (4)

Agenda Item	Responsibility	Time
Review of last meeting*	Leader	2 MINS
Code of Conduct	Facil./Leader	1 MINS
Problem - Solving Model**	Facil./Leader	2 MINS
Statement of Objectives	Leader	1 MINS
Review the Stat Process Flow Diagram		13 MINS
Identify the Number of Potential Hazards		10 MINS
Set a Goal to decrease Potential Hazards		5 MINS
Identify the Hazards to work on First		10 MINS
Analyze the Process		10 MINS
Determine Causes		4 MINS
Action Steps/Schedule	Leader	
Adjourn	Leader	2 MINS

*If not the first meeting.
**If meeting is the first of a problem solving team.

Reminder:
1. Start/End on time.
2. Designate a secretary.
3. Distribute meeting notes.

CWH 000012145

Distribution: J.B. K.W. R.L. P.B. T.C. S.M.S. H.O.A. W.P.B.

BOILER MAKER NATIONAL TEAM MEETING #11

DATE & TIME 9-24-90 11:30 AM TO 12:30 PM.

11:30 ATTENDANCE'S : J.B. — S.S — R.L. — K.W. — P.B. — T.C.

11:35 CODE OF CONDUCT

11:40 REVIEW LAST MEETING :

11:50 REVIEW GRAPH FOR PERFORMANCE OF JOB & SAFETY.

12:00 QUALITY OF NAOH BEING HARD IN BARREL'S WAS DISCUSSED.

12:10 SUGGESTED REVISION TO NAOH LOADING CHECK SHEET TO BE ENLARGED TO SEE BETTER.

12:12 SUGGESTION TO "FLAG" OFF AREA WHEN LOADING NAOH IN DRYER.

12:15 MOTION TO SEND OUT LETTER TO PLANT PERSONNEL TO HONOR OUR FLAGING WHILE LOADING NAOH IN DRYER'S.

12:25 NEXT MEETING TO RE-VALUE THE NAOH CHECK SHEET

12:30 NEXT MEETING AFTER TURN-AROUND

Caustic Loading Check Sheet

DATE	9/13													
First Aid / Injury														
Near Miss	(8)													
JSA Steps not done	2													
JSA Haz Situations	1, 3, 4 & 8													
Unresolved Cases														
Safety Total														
# of Leaks														
Correct Amount of Caustic														
Start Time	7:09													
Stop Time	12:55													
Total														

(1) JSA HAZ. SIT. - Press. on Batt. Line.
(2) JSA STEPS - BLIND on Batt. not removed to Depressure
(3) No FACE Sheild - 2EA
(4) NOT Lowering FACE Sheild - Band
(5) STANDING UNDER LOAD - Band
(6) AREA NOT FLAGGED off (7) People WALKING THROUGH AREA.
(8) BARREL Sat AWAY - Caustic FLEW - BAD. CAUSTIC

Caustic Loading Check Sheet

DATE	9/12													
First Aid / Injury														
Near Miss														
JSA Steps not done														
JSA Haz Situations														
Unresolved CASES														
SAFETY Total														
# OF LEAKS														
Correct Amount of Caustic														
START Time	7:00													
STOP Time														
TOTAL														

(1) S.S. VALVE NOT UNLOCKED OR OPENED
(2) STANDING UNDER LOAD
(3) FACE SHIELDS NOT DOWN AT PROPER TIMES

Job Steps	Potential Hazards	Causes	Solutions
Get Permit	None		
Get Tools	None		
Roll Blinds to Blind	• Caustic Burns (dripping)		
Open top Manway	• None		
Estimate Caustic	• None		

Job Steps	Potential Hazards	Causes	Solutions
Bring in caustic with Forklift	• None		
Unload off Pallets	• Pinched Fingers • Mashed Toes		
Bring in Flatbed Truck	• None		
Set up ~~overhead~~ crane	• None		
Set Funnel on top of dryer	• None		

Job Steps	Potential Hazards	Causes	Solutions
Send up caustic drums	• Drums could fall From air		
move caustic around on ground with 2 wheel drum dolly	• Drum could fall off onto someone		
Set Funnel Down and wash caustic out of it	• Drips or caustic Flakes Falling		
Close top Manway	• None		
Roll Blinds open	• caustic burns		

Job Steps	Potential Hazards	Causes	Solutions
Unload Flat Bed Truck	• None		
Move Crane out of Block	• None		
Wait For Good leak check	• None		
Turn in Tools	• None		