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Total Quality Improvement Process

Methods Manual

December 1991

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ACME STEEL COMPANY

Total

Quality

Improvement

Process

Methods Manual

INTEROFFICE
CORRESPONDENCE

Copies to:

Date: January 11, 1992

To: ALL OWNERS OF TQIP METHODS MANUAL
(Attached List)

From: P.H. EGBERS

Subject: PROCEDURES FOR SELECTING DIVISION
AND STAFF WORK TEAMS

Reference: TQIP Methods Manual

Please refer to (TQI-008, 3.1.2) and (TQI-009, 3.1.2) and (TQI-010, 4.1.1) and page VI-15 in the TQIP Methods Manual.

The TQI Main Steering Team wishes to clarify the selection procedure for Work Team members. Once the Division or Staff Steering Team has determined what job positions need to be represented on the Work Team and if there is more than one volunteer for that position, all of the volunteers names for that position must be placed in a "lottery" and one name selected.

Example 1:

Coke Plant Divison:


Desired Position - Stovetender. After posting, three Stovetenders volunteer. When selecting, put all three names in a "hat" and draw for one name.

Example 2:

Hot Mill Division

Desired Position - Assistant Roller. After posting, two Assistant Rollers volunteer. Select one of the two through "lottery" by placing two names in "hat" and drawing for one.

A formal change regarding this procedure will be issued in March, 1992. Please place this notice in the front, inside pocket of your Manual until that time.



P.H. Egbers

PHE:bp
attach

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N. SPITZ
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J. STEGENGA
C. SUBLETTE
R. SVENNINGSEN
W. SWEENEY
G. SWIEBODA
D. TANNER
D. TELLER
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W. LYNN
D. BAY

ACME STEEL COMPANY
LOCATION: ALL
DEPARTMENT: TQI

TOPIC: TOTAL QUALITY IMPROVEMENT (TOI) PRACTICE NO.: NONE
SECTION: I - INTRODUCTION PAGE NO.: I - 1
SUBJECT: ACME STEEL COMPANY SUPERSEDES: NEW
ISSUE DATE: 12-1-91
REFERENCE: NONE

1.0 MANUAL ASSIGNMENT:

1.1 Description

- 1.1.1 This manual is identified as number 120.
- 1.1.2 This manual is assigned to: P. Bridgemen.
- 1.1.3 A record of TQI manual assignment is maintained in the office of the TQI coordinator, Paul H. Egbers, Mailbox #19-200. Phone: EXT. 2281.

2.1 REVISIONS

- 2.1 All revisions issued will be for immediate insertion in the existing manual. All pages replaced must be returned within seven (7) days to the TQI Coordinator, Paul H. Egbers, Mailbox #19-200.
- 2.1 All revisions will be issued to everyone currently on record as possessing a manual.

3.0 COPIES

- 3.1 No portion of this manual may be copied. This is to insure that everyone has the most current documents.
- 3.2 The TQI Coordinator must be contacted for any special copy request so copy control can be maintained.

ACME STEEL COMPANY
LOCATION: ALL
DEPARTMENT: TOI

TOPIC: TOTAL QUALITY IMPROVEMENT (TOI)

PRACTICE NO.: TOI - 004

SECTION: I - INTRODUCTION

PAGE NO.: I - 9

SUBJECT: MISSION STATEMENT

SUPERSEDES: NEW

ISSUE DATE: 12-1-91

REFERENCE: NONE

1.0 PURPOSE:

- 1.1 This practice describes the mission statement for ACME Steel Company and the methods for completion of the mission.

ACME STEEL MISSION STATEMENT

ACME Steel Company is committed to providing high quality products and services which totally satisfy the needs of our customer. Customer satisfaction (both Internal and External) will be achieved by implementing a continuous quality improvement process that applies to all of our business activities. Well-trained, informed, involved and committed employees, who have been provided with the necessary tools, equipment and other resources, will implement the process. Our ultimate objective is continuous improvement and perfection in all products and services delivered by ACME Steel Company.

- 1.1.1 Refer to Section VI, Page 8 for a copy of the Mission Statement that can be used for posting or framing.

ACME STEEL COMPANY
LOCATION: ALL
DEPARTMENT: TOI

TOPIC: TOTAL QUALITY IMPROVEMENT (TOI)

PRACTICE NO.: TOI - 011

SECTION: III IMPLEMENTATION METHODS

PAGE NO.: III - 2

SUBJECT: CUSTOMER NEEDS AND

SUPERSEDES: NEW

ISSUE DATE: 12-1-91

REFERENCE: NONE

IN-PROCESS LIMITS

3.0 CUSTOMERS AND SUPPLIERS (cont.):

3.1.2 An INTERNAL customer is a person or group of people inside the ACME Steel Company who uses a partially finished product, or a service, which is provided by someone else inside ACME Steel.

3.2 Supplier - A maker of a product or provider of a service.

3.2.1 An EXTERNAL supplier is a person or company outside of ACME Steel who provides ACME with a product or service which we need in order to operate our business

3.2.2 An INTERNAL supplier is a person or group of people inside ACME Steel who provides a partially finished product, or a service, to someone else inside ACME Steel. Some examples are:

Internal Supplier

Internal Customer(s)

Coke Plant
Blast Furnace
Melt Shop
Primary Mill
Hot Mills

Cold Mills
Purchasing Department
Engineering Department
Accounting Department
Iron and Steel Operations
Iron and Steel Operations

Blast Furnace
Melt Shop
Primary Mill
Hot Strip Mills
Pickle Lines, Cold
Mills, Slitters
Strapping Lines
Everyone at ACME
Everyone at ACME
Everyone at ACME
Alpha Tube
Universal Tool &
Stamping

BUSINESS SEGMENTS:

The Company has the following primary business groups.

Iron and Steel Division which is engaged in the production and sale of coke, iron, and steel products.

Strapping and Tool Division which is engaged in the production and sale of Steel Strapping, Seals and Tools.

Universal Tool and Stamping which is engaged in the production of jacks and tools used primarily for lifting automobiles and light trucks.

Alpha/Beta Tube and Alta Slitting which is engaged in the production of slit steel and narrow diameter tubing for multi-industry use.

TOI PROCESSCUSTOMER/SUPPLIER CONTRACTDEPARTMENT: COKE MAKINGSUPPLIER: VARIOUS COAL COMPANIESMATERIAL/SERVICE SUPPLIER: MID VOL COKING COAL.REQUIREMENT/SPECIFICATIONS/IN PROCESS LIMITS

<u>ITEM</u>	<u>DESIRED SPEC.</u>	<u>UNIT OF MEASURE</u>	<u>AGREED TO SPEC.</u>	<u>COMMENTS</u>
Moisture	5 Max.	WT %	7 Avg.	Acceptable range 6-8
Ash Loss	5 Max.	WT %	5 Avg.	Acceptable range 3.5-6.5
Sulfur	.5 Max.	WT %	.70	Acceptable range 0.5-0.8
Volatile Matter	25.0 Max.	WT %	28.0	
Fixed Carbon	65 Min.	WT %	63	

- Notes:
- (1) Testing Frequency shall be etc., etc.
 - (2) Sampling Procedure shall be etc., etc.
 - (3) Disposition of non-complying material will be etc., etc.

SUPPLIER
SIGNATURE: _____

DATE

CUSTOMER
SIGNATURE: _____

TOI PROCESSCUSTOMER/SUPPLIER CONTRACTDEPARTMENT: BLAST FURNACESUPPLIER: COKE PLANTMATERIAL/SERVICE SUPPLIER: COKEREQUIREMENT/SPECIFICATIONS/IN PROCESS LIMITS

<u>ITEM</u>	<u>DESIRED SPEC.</u>	<u>UNIT OF MEASURE</u>	<u>AGREED TO SPEC.</u>	<u>COMMENTS</u>
Moisture	3.0 Max.	WT %	8 Max.	Acceptable Range 7-9
Volatile Matter	.05 Max.	WT %	0.7 Max.	
Fixed Carbon	92.0 Min.	WT %	90 Min.	
Ash	7 Max.	WT %	10 Max.	
Sulfur	.40 Max.	WT %	0.5 Max.	
Stability	65 Min.	ASTM. Units	60 Min.	
Hardness	70 Min.	ASTM. Units	65 Min.	

Notes: (1)
(2)
(3)

 SUPPLIER
SIGNATURE: _____

DATE

 CUSTOMER
SIGNATURE: _____

TOI PROCESSCUSTOMER/SUPPLIER CONTRACTDEPARTMENT: BASIC OXYGEN FURNACESUPPLIER: BLAST FURNACEMATERIAL/SERVICE SUPPLIER: MOLTEN IRONREQUIREMENT/SPECIFICATIONS/IN PROCESS LIMITS

<u>ITEM</u>	<u>DESIRED SPEC.</u>	<u>UNIT OF MEASURE</u>	<u>AGREED TO SPEC.</u>	<u>COMMENTS</u>
Temperature	2450 Min.	OF		
Carbon	4.0	WT %		
Manganese	.09	WT %		
Silicon	1.00	WT %		
Phos.	.060M	WT %		
Sulfur	.030M	WT %		
Bottles Higher tan .029S. Bottle	10	WT %		
Lead Arrival	170 Min.	Tons		
Time	15 Min. of start of shift	Minutes		Bottles must arrive no later than 15 minutes before start of shift.

SUPPLIER
SIGNATURE: _____

DATE

CUSTOMER
SIGNATURE: _____

ACME STEEL VISION STATEMENT

ACME STEEL COMPANY WILL BE RECOGNIZED AS A PROVIDER OF MAXIMUM VALUE TO ITS CUSTOMERS, EMPLOYEES, SHAREHOLDERS, SUPPLIERS, AND OTHER STAKEHOLDERS.

MAXIMUM VALUE FOR OUR CUSTOMERS MEANS PRODUCTS AND SERVICES WHICH:

- CONSISTENTLY MEET OR EXCEED THEIR REQUIREMENTS.
- ARE UNEQUALED BY ANY OTHER SUPPLIER.
- ARE DELIVERED ON TIME VERY TIME IN THE AMOUNT REQUIRED.
- RESULT IN THE OPTIMUM COST FOR OUR CUSTOMER.

MAXIMUM VALUE FOR OUR SHAREHOLDERS MEANS:

- A CONTINUOUSLY PROFITABLE COMPANY.
- AN OPPORTUNITY FOR A SATISFACTORY RETURN ON THEIR INVESTMENT.
- A LOW RISK INVESTMENT OF THEIR CAPITAL RESOURCES.
- AFFILIATION WITH A COMPANY RECOGNIZED FOR ITS INTEGRITY, PURSUIT OF EXCELLENCE AND CORPORATE CITIZENSHIP.

MAXIMUM VALUE FOR OUR EMPLOYEES MEANS:

- A SAFE AND HEALTHY WORKPLACE.
- FINANCIAL SECURITY FOR THEMSELVES AND THEIR FAMILIES.
- OPPORTUNITY FOR INVOLVEMENT AND RECOGNITION IN A FAMILY ATMOSPHERE OF MUTUAL TRUST.
- OPPORTUNITY FOR CONTINUOUS PROFESSIONAL GROWTH AND PERSONAL IMPROVEMENT.
- PRIDE IN THE SERVICES AND PRODUCTS MADE.

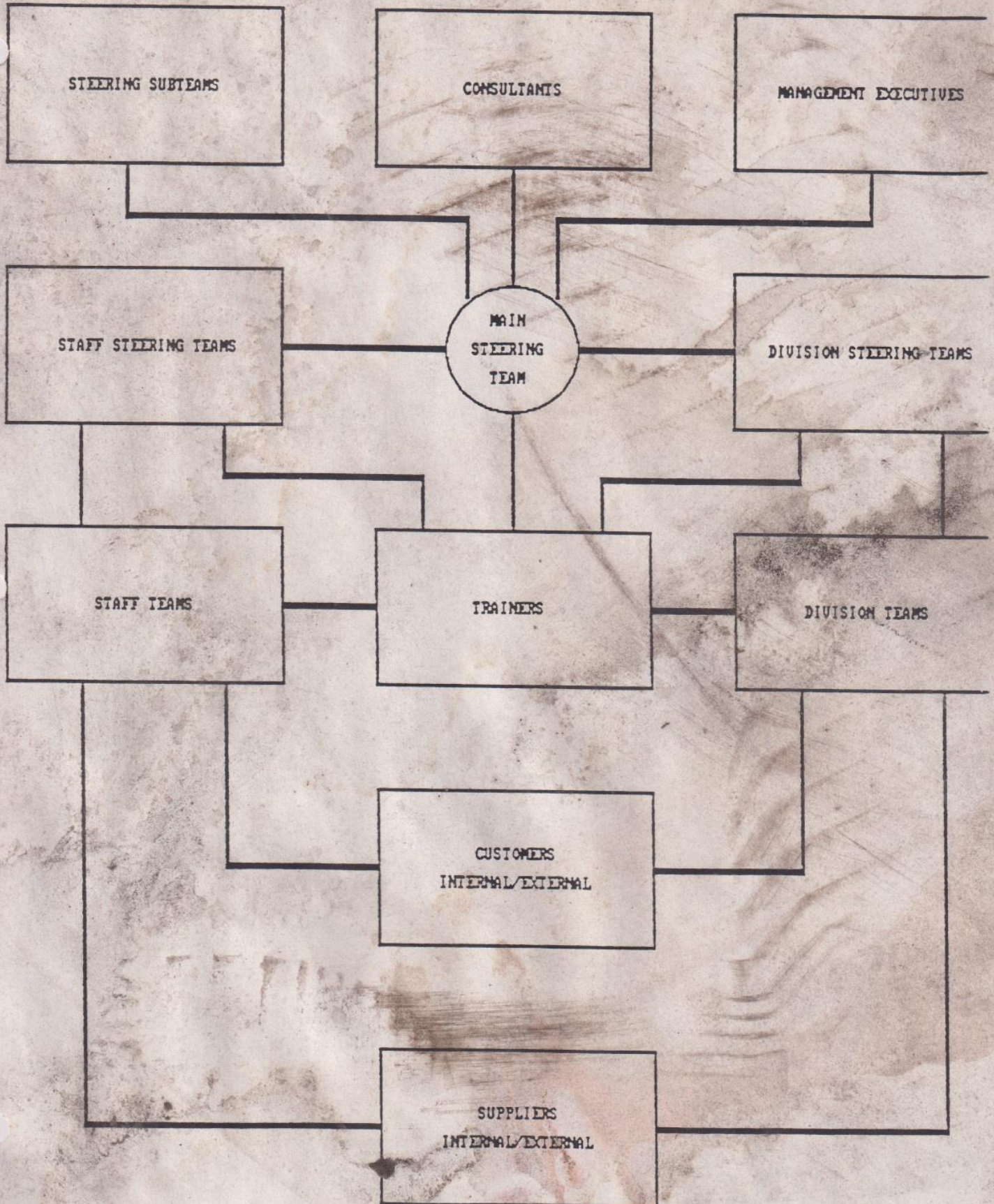
MAXIMUM VALUE FOR OUR SUPPLIERS MEANS:

- A LONG TERM FINANCIALLY REWARDING PARTNERSHIP.
- THE OPPORTUNITY TO CONTINUOUSLY IMPROVE THEIR OWN PRODUCTS AND SERVICES.
- ACHIEVING A HIGH QUALITY REPUTATION IN THE MARKETS THEY SERVE.

MAXIMUM VALUE FOR ACME'S OTHER STAKEHOLDERS MEANS:

- INVOLVEMENT WITH A COMPANY THAT ALWAYS MEETS ITS ETHICAL, CIVIC, ENVIRONMENT, FINANCIAL, AND LEGAL OBLIGATIONS IN THE COMMUNITIES WHERE IT OPERATES.
- AFFILIATION WITH A COMPANY KNOWN FOR ITS INTEGRITY AND LOYAL PARTNERSHIPS.

ACME T.Q.I. STRUCTURE



TOTAL QUALITY IMPROVEMENT
MAIN STEERING TEAM

CHAIRMAN/EXECUTIVE	S.D. BENNETT
COORDINATOR	P.H. EGBERS
OPERATIONS	J.A. DiMAURO
METALLURGY/QUALITY ASSURANCE	R.F. DAVIS
PRODUCTION PLANNING	M.W. BOHN
EMPLOYEE RELATION	G.J. SHOPE
PUBLIC AFFAIRS	C.A. NEKVASIL
ENGINEERING	D.A. DAVIS
INDUSTRIAL ENGINEERING	D.A. TELLER
SALES/MARKETING	J.D. KENDALL
CUSTOMER TECHNICAL SERVICE	J.R. JEWELL
PURCHASING	R.L. SMALL
LMPT LIAISON (RIVERDALE)	D.R. PEARSON
ACCOUNTING	J.M. JACKSON W.H. SWEENEY
LOCAL 1053 RIVERDALE	L.G. VENTURELLI A.J. WARNER L.W. LYDON
LOCAL 1657 CHICAGO	D.H. FLOWERS J.R. HARRIS B.P. HARPER
STRAPPING OPERATIONS	N.A. SPITZ
SYSTEMS	J.R. LAZZARI
CHIEF TRAINER	N.J. MATELA

TQI Steering Team Subteam Membership

Subteam

Regular Steering Team Member	Payment Policy	Visitation	Quality Plan	Communication	Training	Manual and Methods	Staff Steering Team	Divis Steer Tea
S.D. Bennett			X		X	X		
M.W. Bohn							X	
J. Bugg								
D.A. Davis		#	X				X	
R.F. Davis		X	#			X	X	
J.A. DiMauro	X		X		X	X		X
P.H. Egbers					X	#		
D.H. Flowers					X	X		
B. Harper	X	X		X		X		X
J.R. Harris	X					X		
J.M. Jackson				X		X		
J.R. Jewell			X				X	
J.D. Kendall			X				X	
J.R. Lazzari		X				X	X	
L. Lydon	X				X			
N. Matela	X				X	X		
C.A. Nekvasil				#			X	
D. Pearson								
G.J. Shope	#	X		X	#		X	
P. Small					X		X	
N.A. Spitz								X
W. Sweeney							X	
D.A. Teller		X	X				#	X
L.G. Venturelli	X	X			X			#
J. Warner	X	X			X	X		

Ad Hoc Members	Payment Policy	Visitation	Quality Plan	Communication	Training	Manual and Methods	Staff Steering Team	Divis Steer Tea
F. Arndt			X					
T. Beach				X				
A. Capito		X						
T. Eagan				X				
E. Harrel		X						
W. Mack								
R. Michalek			X					
J. Mitchell				X				
E. Pearson			X					
D. Podgorny						X		
G.J. Pritz								
R. Spangler			X					
M. Vranesevich						X		
R. Vexelberg						X		

Note: "#" indicates subteam chairman, "X" indicates subteam member

DIVISION STEERING TEAMS

RIVERDALE

B.O.F.

DIVISION MANAGER
AREA MANAGER*
SHIFTER MANAGER*
UNION COMMITTEE PERSON
HOURLY PERSON*

PRIMARY

DIVISION MANAGER
AREA MANAGER*
SHIFTER MANAGER*
UNION COMMITTEE PERSON
HOURLY PERSON*

HOT MILL

DIVISION MANAGER
AREA MANAGER*
SHIFT MANAGER*
UNION COMMITTEE PERSON
HOURLY PERSON*

COLD MILL

DIVISION MANAGER
AREA MANAGER*
SHIFT MANAGER*
UNION COMMITTEE PERSON
HOURLY PERSON*

CENTRAL MAINTENANCE DIVISION

DIVISION MANAGER

AREA MANAGER*
AND THREE UNION COMMITTEE PEOPLE

SHIFT MANAGER*

CHICAGO PLANT

COKE PLANT

DIVISION MANAGER
AREA MANAGER*
SHIFT MANAGER*
3 UNION REPS

FURNACE PLANT

DIVISION MANAGER
AREA MANAGER*
SHIFT MANAGER*
3 UNION REPS

*INDICATES THIS POSITION WILL BE POSTED IN THE DIVISION AND
VOLUNTEERS PICKED BY LOTTERY (names drawn from hat)

**Total Quality Improvement
NOTICE**

TO: _____

We are forming a

_____ Team

Purpose: _____

We need _____ to be on this team

All who are interested should sign below. The person will
be selected via Lottery (name drawn from hat)

This posting will be removed on;

_____ At _____

TOTAL QUALITY IMPROVEMENT

THE FUNCTION OF THIS TEAM WILL BE:

PLEASE SIGN BELOW

<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
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ISSUED BY: _____

TQI Division and Staff Steering Team Members

Name	Coke Plant	Furnace Plant	Basic Oxygen Furnace	Primary Rolling Mill	Hot Mills	Cold Mill	Maintenance Utilities Services	Order Processing	Operator Services	Administrative Services
J. Addyman				X						
B. Alexander		X								
W. Alexander							X			
F. Arndt								X		
E. Atkins		X								
T. Beach						X				
F. Bednarczyk							X			
G. Bender							X			
A. Capito					X					
F. Carli								X		
D. Carter			X							
R. Castro										X
M. Chiaro								X		
E. Ciesla									X	
L. Crane								X		
W. Drabik			X							
J. Duca				X						
J. Dula									X	
M. Frankiewicz			X							
P. Fuller										X
J. Galiano									X	
J. Galloway									X	
P. Gambol		X								
J. Garzella	X									
D. Gue				X						
P. Harper	X									
J. Hawkins						X				
J. Johnson									X	
T. Johnson					X					
R. Jones			X							
R. Kartch								X		
P. Kennedy						X				
K. Knaga									X	
J. LaBelle					X					
N. Lindskoog										X
W. Lynn										X
J. Mahler				X						
M. Maravich	X									
R. Marshall			X							
D. Massom									X	

TQI Division and Staff Steering Team Members

Name	Coke Plant	Furnace Plant	Basic Oxygen Furnace	Primary Rolling Mill	Hot Mills	Cold Mill	Maintenance Utilities Services	Order Processing	Operator Services	Administrative Services
T. McDonnell							X			
B. Miller									X	
J. Mohr				X						
D. Morrow		X								
V. Orloff								X		
R. Parent							X			
D. Podgorny	X									
T. Radtke							X			
G. Rissmiller					X					
J. Rodriguez									X	
D. Scholebo						X				
G. Skibinski										X
J. Smith						X				
S. Sorci								X		
R. Spangler									X	
J. Stegenga								X		
C. Sublette								X		
R. Svenningsen					X					
G. Swieboda		X								
D. Tanner										X
I. [unclear] bon										X
N. Vincent	X									
J. Williams	X									
J. Zbos		X								

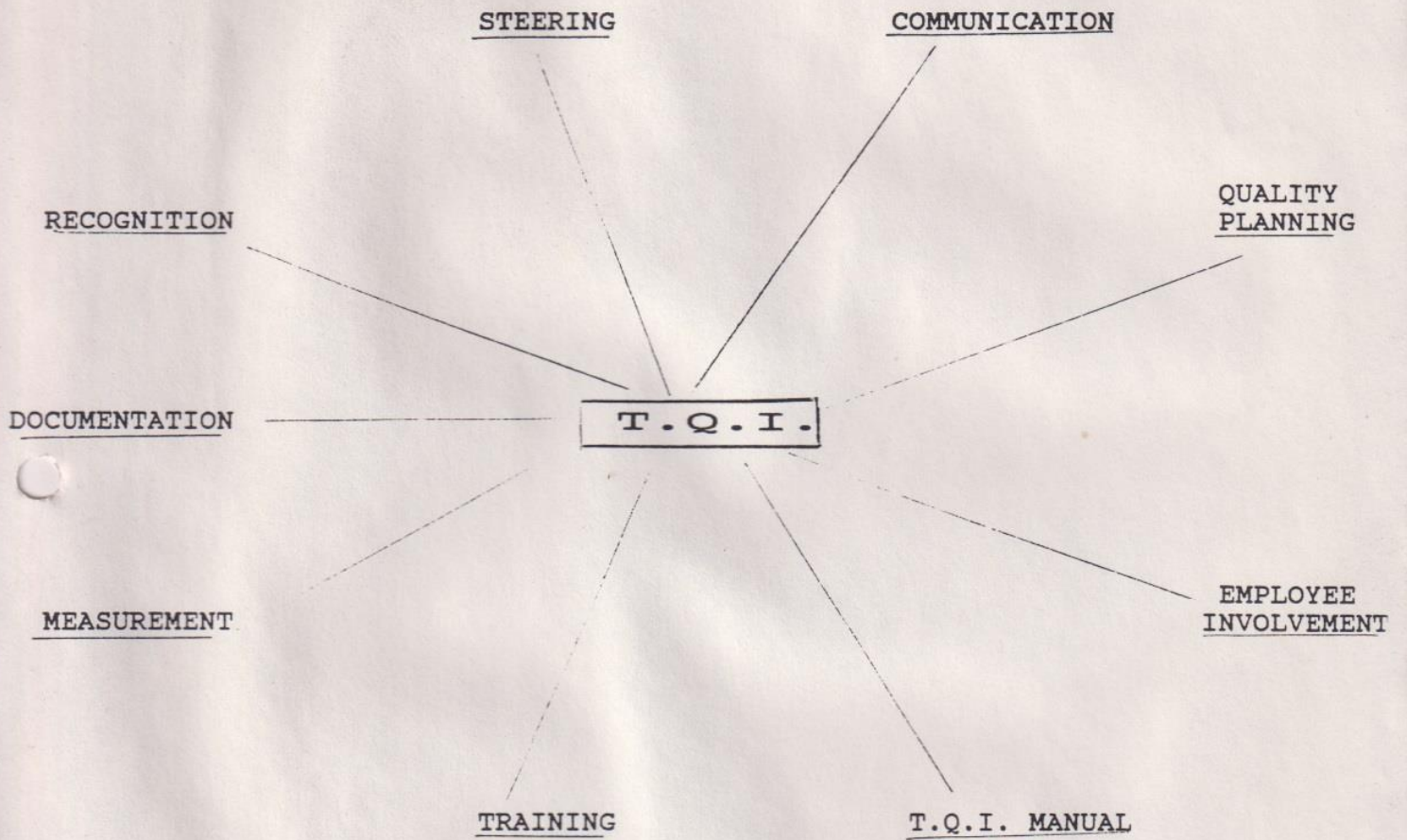
ACME T O I PROCESS

Format to Follow When Writing a TQI Practice

The practices must be drafted in the following sequence:

- 1) Subject (What is being written about.)
- 2) Purpose (Reason for writing it.)
- 3) Involvement (Describe who will be implementing the subject.)
- 4) Task (What is it that has to be done.)
- 5) Procedures (Detailed description of what actions have to be taken by the individuals involved to complete the task.)
- 6) Documentation (Of activities and results including corrective actions taken.)
- 7) Reporting (Describe reporting responsibilities.)
- 8) General Comments (Include special instructions as required.)

KEY COMPONENTS OF T.Q.I.



SATISFIED CUSTOMER NETWORK

