

# Reorganization sharpens QA focus, opens jobs

During October the Equipment Products Group was reorganized into three separate entities: the Large Storage Systems Group, the General Systems Group, and the Communications Division. Often referred to as "the split" by members of the three affected areas, the reorganization reflects the company's expansion in providing high quality information storage and communication products for an increasing variety of markets.

But what does the split mean in terms of quality, not only for Memorex products and services, but for the day-to-day business of designing, manufacturing, and providing them?

Each newly formed group now has its own Quality Assurance staff working in a cooperative team with similarly assigned personnel from Manufacturing, Design, and Marketing. Instead of one Quality Assurance Manager for all three divisions, each group has been assigned its own QA manager.

Tony LaPine, formerly QA Manager for all Equipment Products, has remained in this position for the Large Storage Systems Group. "Looking at the split from a management perspective," he comments, "it provides a more efficient organization. And at lower levels, it is offering new opportunities for advancement and accomplishment. We have created new jobs to be filled by our own people."

Another important aspect of the split is that it provides a focal point for individual loyalty, commitment, and achievement. John DeLasaux, Quality Manager for General Systems, points out, "We all work on the same products, the same problems. We have our own design engineers, manufacturing engineers, and of course the same quality people working together. We identify with the same efforts."

Team emphasis is also important to Ed Theis, Quality Manager for Communications. "Our morale is definitely higher," he reports. "Motivation has improved because we work together as a team."

Theis describes his division's teamwork in terms of the new model of the 1377 terminal. The 1377 is assembled and inspected in one self-contained area where each employee is part of the team.

## Register now for college QA classes

De Anza College will offer six quality control courses at the Memorex Education Center during the winter quarter. All classes start the week of January 3. You can enroll the first or second night of class, or at the DeAnza campus between December 19 and 22. For more information, contact John Heldt, ext. 3663. The courses are:

*Introduction to Quality Control*, Tues. & Thurs., 4:30 p.m. to 6:10 p.m.

*Introduction to Statistical Quality Control*, Tues. & Thurs., 6:15 p.m. to 7:55 p.m.

*Quality Control Applications*, Tues. & Thurs., 4:30 p.m. to 6:10 p.m.

*Statistical Concepts and Techniques*, Mon. & Wed., 6:15 to 7:55 p.m.

*Total Quality Control Concepts and Techniques*, Mon. & Wed., 4:30 p.m. to 6:10 p.m.

*Quality Control and Reliability Management*, Mon. & Wed., 4:30 p.m. to 6:10 p.m.

"Everyone is a lot more involved now," Theis says. "For instance, if our line shuts down, we have our own engineering personnel to call on. And in our division this attitude extends directly to the customer sites through customer service reps and field



John DeLasaux  
General Systems Group

engineers. Their reports come directly back to our group. As a result, we all recognize how important our particular products are to our customers and to ourselves."

"The divisions are contiguous groups providing a sense of team



Tony LaPine  
Large Storage Systems Group

pride," Tony La Pine emphasizes. "And fundamentally that's where quality comes from—pride in achievement. Working closely together on mutual projects develops pride in a job done well together."



Ed Theis  
Communications Division

## COMMITMENT

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### Directing traffic at 'Gate to Rome'

## Order Processing links field to factory—fast

"The order processing organization is like the gate to Rome," says Mel Fuller, Manager of Worldwide Order Processing for Large Storage Systems. "We are the first place in headquarters the order hits on its way in from the far reaches of the empire. From here it is escorted to the right place for quick handling."

When field representatives make a sale, they submit the order to Mel's organization. Five schedulers working for him have the total responsibility to assure fulfillment of end-user equipment orders from all U.S. and international locations. Three order correspondents confirm order and delivery information by communicating to the sales branches.

"Our most important function," Mel Fuller believes, "is to maintain good relationships among all the organizations at Memorex."

"Everybody gets the same treatment here," says Mel. "Orders go through on a first-come, first-served basis." Working as a team, with a cordial attitude toward individuals, he feels, accomplishes a lot more than trying to "pull strings."

Order delivery is also dependent upon production schedules, which have to be set up in advance. If the forecasts which establish such schedules are too conservative, the stock won't be on hand to meet incoming orders. Consequently, the lead time for order delivery may jeopardize a competitive sell situation. If forecasts are too high, there will be a lot of extra stock on hand, and "we have a responsibility for finished goods inventory, too," says Mel. "To us, an uninstalled machine is like an idle jumbo jet to the airlines. It has to be rolling and in the

air. You can't afford to have one sitting around waiting for somewhere to go—it has to be going!"

One of the things Order Processing worries about is whether the field organization ordered exactly what the customer wants. "Things used to be double-checked to the point where it took an average of 17 days just to get the order to the floor," Fuller recalls. "Today, on many orders, this is done in a matter of hours—and on much higher volumes. We depend on the branch sales and field engineering team to configure the orders properly because that is what will be shipped."

Of course, Mel explains, if an order error is obvious, "we'll challenge and correct it. If something is missing or invalid, we tick a code sheet, which is returned to the branch office by the end of the week. We send a summary report out by the end of each month showing how many errors were encountered. The percentage of orders with errors has been greatly reduced,

but it's an area that still needs attention."

What happens if an order error slips through? "We apply maximum effort to recover as fast as possible," says Mel. "But this can be very expensive. All this wastes the customer's time and money and leaves him unhappy with Memorex."

In Mel's view, Order Processing is committed to developing the spirit of one common goal — field support. "From time to time," he says, "it's good to bring up the old basic question: 'What if the sales force vanished tomorrow at 8 a.m.?' Well, none of the rest of us would have a reason to exist."

"There is sometimes danger of losing sight of this in departments which do not have direct customer or field contact. But their support and response is as key as that of more direct support areas. We are spreading the word that our primary mission is to serve the customer, or help others serve the customer, in some shape or form."



IT'S A MAD, MAD WORLD—Mel Fuller fields a call as (l-r) Colleen Wilson and Linda Benenato check order status and scheduling.

# They do quality work—and it's being recognized

*Commitment* is pleased to present the Quality Persons of the Month for October and November, (September winners were featured in the last issue of *Intercom*.) Here's what their supervisors had to say about them in their nominations:

## October

**Hazel Benn** maintains purchase requisition-purchase order tracking logs for Equipment Purchasing. She has logged in as many as 1000 P/Rs and 400 alterations within a four-day time frame, allowing buyers maximum time to place orders.

**Lola Holland** consistently outperforms nearly everyone else in the 67X Final Head Assembly area. Her attitude reflects concern that Memorex products be the best and that her co-workers share her concern.



Benn

Holland



Manning

Marshall

**Carol Manning**, Product Planning, handled all typing, proofing, and production on the first complete business plans for the 6400 memory system, the 3220 tape drive, and the 3650/3654 disc drives.

**Jim Marshall**, Communications Division Test Engineer, worked above and beyond all expectations on the 1377 terminal. He gave training classes, designed and built special tools, traveled and provided general troubleshooting services.

**Rick Schiller**, Special Production Operations, has total test responsibility for 3640/3643 disc drives. Over the summer his units achieved 95 percent acceptance. He accomplished this by working odd hours when computer time was available.

## November

**Kim Beardslee** was one of the first grinders to work on 3650/601 low mass slider products. She trained new grinders in quality techniques and now works on the rail grinder, the most difficult operation on the line. Her quality rate is 96 percent.

**Esther Garcia**, PCB Assembly, has not had a reject from QC in the last six months, in spite of potentially high defect rates due to class "A" surfaces and heat sink compound. Her attitude toward product quality is excellent.

**Debi Garringer**, Customer Service, performed outstandingly in scheduling complicated orders for two new customers. Said LA Marketing Represent-

tative Dave Borgeson, "When Memorex says customer service makes it happen, that means Debi."

**Debi Land** displays dedication to thoroughness and accuracy in her duties in Engineering Document Control. She makes an extra effort to redo jobs that are "not quite good enough" and locates and sorts materials rapidly and efficiently.

**Nancy Zumini** has been lead person for prototype cables and harnesses for the 3650, 1377, 1380, 601, 550 and 2089. She continually points out ways to improve production, consistently meets critical deadlines, and has averaged 93.5 percent quality for four months.

## And here's how the judges decide . . .

Each month supervisors from Large Storage Systems, General Systems, and Communications submit nominations for the Quality Person of the Month program to Dick Burris, Staff Quality Engineer. Burris is chairman of the selection committee. The other two members are Mike Studulski, Quality Assurance Manager, and Quality Inspector Irene Hirota.

Some months alternates may be asked to serve on the committee, Burris reports. This usually happens when there is a "conflict of interest" because one of the committee members has nominated a member of his or her staff.

Each committee member receives copies of all the nominations for the month, reads them and chooses the 15 he or she thinks are the best. When the committee meets to compare notes, the



Schiller

Beardslee



Zumini

Land



Garcia

Garringer

unanimous choices are designated winners.

If there are more than five unanimous choices, the committee has further work to do: discussing all the choices and eliminating the extras by consensus. This is not an easy task, as each committee member is determined to keep an open mind and remain an impartial judge.

"No one member," says Burris, "is persuaded by another to vote for a particular nominee." According to Burris, the content of the supervisors' comments is given the most weight.

## In tracking down defects, BST believes that ten heads are better than one

Quality awareness is a standard part of the workday at Business Systems Technology (BST), since last July a member of the Memorex General Systems Group.

Gary Richter, Quality Assurance Manager at BST's plant in Santa Ana, California, has developed a special Quality Committee to improve quality awareness and communication.

Every other week, or when required, Richter sits down with ten department heads to discuss any problems that may have arisen. The committee members are: Ray Specker, Materials Manager; Dan Chittum, Purchasing Agent; Buzz Peters, Vice President of Operations; John Colman, Manufacturing Manager; Randy Hoffstrom, Testing Lead; Dolly Holt, Inspection Lead; Mary Saunders, Mechanical Assembly Lead; Joyce Watterston, PCB Assembly Lead; Mary Ann Torp, QC Analyst; and Bob VanDelinder, Field Service Manager.

A form that accompanies each sub-assembly through the various inspection points keeps track of defects. These forms are reviewed daily by Randy, Dolly, Mary, and Joyce and the results compiled in weekly reports.

Internal problems reflected by the data as well as external problems encountered at customer sites are then discussed at the biweekly quality meetings.

"The beauty of the plan," says Richter, "is that we get immediate feedback from each department, and the departments, in turn, get almost immediate response from us. We try to highlight the problems in each phase of operations. This includes production, inspection and purchasing."

In one of the committee's projects, a system was implemented to monitor defects in PCBs manufactured by outside vendors. This effort resulted in the disqualification of three vendors and the requalification of three more. It also resulted in some engineering changes on BST artwork which made the PCBs easier to manufacture. Since then, PCB defect rates have dropped 40 percent.

Another problem arose when the committee discovered that one particular inspector had an unusually high defect rate. When she complained of frequent headaches, she was advised to



BST takes a team approach to quality, pooling ideas in biweekly meetings.

see an eye doctor, who prescribed stronger glasses.

"So we've reaped personal as well as professional benefits from this approach," Richter reflects. "The proof is in the fact that all our workmanship defect rates, from assembly through final test, have decreased by 20 to 30 percent."

In its five years of existence, BST has developed a strong, democratic tradition of quality awareness, responsibility and communication. There can be little doubt that such an attitude is an important factor in BST's contribution to Memorex quality.

### More than meets the eye

How many common English words can you make from the letters in the word **QUALITY**? If you can find ten or more, send your list to *Commitment*, M/S 12-39. Look for your name in our next issue.

## COMMITMENT

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