

## LOCAL SENIORITY AGREEMENT

1. Agreement entered into this \_\_\_\_ day of \_\_\_\_\_, 2000, between NAO, General Motors Corporation, Lansing Delta Township Assembly Management and the Shop Committee of Local No. 602, International Union, United Automobile, Aerospace and Agricultural Implement Workers of America, as representing the production and maintenance employees as defined in the National Agreement.

### PURPOSE

2. The purpose of this Agreement is to establish a procedure governing the seniority status and regulating the order of recall and layoff of employees of the General Motors Corporation, Lansing Delta Township Plant, in conformance with the terms of the seniority section of the National Agreement between General Motors Corporation and the International Union, United Automobile, Aerospace and Agricultural Implement Workers of America, U.A.W. Nothing in this local agreement is to be construed as changing or modifying in any manner the provisions of the seniority section of that Agreement.

### ESTABLISHING SENIORITY

3. All non-skilled employees will be referred to as Other than skilled employees. All skilled employees will be referred to as skilled trades employees.
4. Employees shall acquire seniority as provided under the applicable provisions of the National Agreement between General Motors Corporation and the U.A.W.
5. Seniority shall be by non-interchangeable occupational groups within the specifically defined departments listed below. The attached seniority groupings are a part of this Agreement.

#### Other than skilled

Body  
Paint  
General Assembly  
Quality  
Material  
WFG Environmental

#### Skilled Trades

Body Maintenance  
Paint Maintenance  
General Assembly Maintenance  
Central Maintenance

If additional Other Than Skilled Departments are required when operating plans have been developed for the Delta Township Plant, the population of these departments will be subject to further negotiations and the availability of bargaining unit resources.

Employees holding seniority in the same occupational group and having the same seniority dates will be laid off as follows:

- a. In alphabetical order, from “A” to “Z.” (Beginning with the first letter of the last name and continuing through the last name letter by letter. If the last name is the same, repeat this procedure with the first name and the middle initial. “A” is the lowest seniority; “Z” is the highest seniority.)
- b. Then, using the employee’s social security number. (Starting with the last digit of the social security number, the employee with the highest number will be the seniority employee—”0” being the highest number and “1” being the lowest number. If the last digit is the same, continue the above procedure from right to left until a breaker is reached.)
- c. The following will govern the alteration of employees' seniority status through name changes:
  1. For seniority purposes, only name changes altered through a verifiable change in marital status or legal court order will be considered.
  2. Name changes will have no immediate impact on the work force (those employees who are working will not be laid off; those employees who are laid off will not be recalled, etc.).
  3. The employee's new name will realign the employee's seniority standing immediately. The next employee work force movement (recall, layoff, transfer to J.O.B.S. Bank) will then be determined using the employee's new name.
6. All employees shall be combined in the occupational group involved and shall receive the same treatment in the application of this Seniority Agreement.
7. Changes in, or modification of, the occupational groups or departments will be negotiated as rapidly as practicable upon the same general principles followed in the establishment of the occupational groups which are a part of this Agreement.
8. Seniority lists brought up to date monthly will be maintained by the Hourly Employment Office in seniority order by non-interchangeable occupational groups and provided for each team room.

## **TEMPORARY AND MODEL CHANGE LAYOFFS**

### **Temporary Layoff**

9. When work is not available to employees on their regular jobs because of partial operations of the plant or temporary reductions in production attributable to material shortages, plant inventories, breakdowns of machinery or equipment, model changeover, or for any other reason known at the time of layoff to be temporary, employees will be laid off as their respective jobs cease operation.

### **LAYOFF DUE TO REDUCTION IN FORCE**

10. Employees affected by a reduction in force, other than covered in Paragraph 59 of the National Agreement or by a temporary layoff, will be cleared through their non-interchangeable occupational groups (in their respective departments) providing they are capable of doing the work available. If there are then employees in the plant with less seniority still working on jobs laid-off employees are capable of doing, such laid-off employees shall be offered work on these jobs.
  - a. Employees will be given such leveling-off consideration, upon written application to their group leader, which application must be filed within three working days following the date of the employees' layoff.
  - b. Employees who apply for consideration under the leveling-off clause will be given such consideration as soon as possible and this period shall not exceed fifteen (15) working days following the start of the reduction in force.
  - c. It is mutually agreed that if unforeseen circumstances or events make it impossible to complete the leveling-off procedure within the fifteen (15) working day period referred to above, this period may be extended by mutual agreement.
  - d. If a subsequent reduction or increase in force occurs before the completion of the leveling-off process, the leveling-off process will be temporarily suspended for three working days. The Chairperson of the Shop Committee will be advised when it is necessary to suspend the leveling-off provisions.
  - e. Employees who refuse an offer of work made in accordance with the leveling-off provisions of this paragraph will continue on layoff until eligible for recall.

### **RECALL AFTER REDUCTION IN FORCE**

11. Seniority employees who are affected by a reduction in force and are laid off, and not including those employees recalled in accordance with the leveling-off provisions of this Agreement, will, in the event of an increase in force, be recalled or transferred back to their original groups in reverse order of their reduction.
  - a. However, all employees recalled to another department as a result of the

- application of the leveling-off provisions of this agreement will, seniority permitting, be returned automatically to an opening in the department from which they were laid off. These return rights may be waived upon being offered. It is the employee's responsibility to obtain their copy from their immediate group leader. In the event an employee does not waive these return rights upon being offered, the employee will be compelled to return to their former department.
- b. Employees will be returned to the next available opening in their former department as soon as possible, and in any event, within fifteen (15) working days in line with their seniority as compared to the seniority of other employees eligible to return to their former department. In situations involving extensive break-in, this time limit may be extended by mutual agreement.
  - c. All seniority employees on layoff from the Plant will be recalled before any new employees are hired, providing they are physically qualified for the work available.

### **GENERAL PROVISIONS**

- 12. When employees are transferred from one occupational group to another for any reason, there shall be no loss of seniority. However, in case of a transfer (except as otherwise provided for in this Agreement) not exceeding thirty days, employees will retain their seniority in the occupational group from which they were transferred, and not in the new occupational group.
- 13. For the purpose of applying Paragraph 59 of the National Agreement, it is agreed that any employee given plant-wide seniority as outlined in that paragraph will be the employee with the least seniority in the occupational group affected. Employees transferred under the terms of this paragraph will transfer their seniority to the new group immediately.
- 14. Employment in an occupational group stemming from a layoff or recall in excess of thirty days, does not in itself constitute the establishment of seniority therein and does not preclude the return of an employee to the occupational group in which they have established seniority.
- 15. Employees who can establish, through the presentation of medical evidence satisfactory to Management, that they are permanently unable to perform the operation(s) to which their seniority would entitle them, may be transferred to other work which they can do to fill an opening or may displace an employee with less seniority if they do not fill an existing opening. The Chairperson of the Shop Committee will be advised of such transfers in writing. Seniority will be established in the new group immediately. Employees displaced from their team as a result of an employee being placed in accordance with the Local Seniority Agreement will be placed in an opening, then low employee in their classification, seniority permitting, on their shift.

Employees with permanent restrictions, recognized by the Plant Medical Department, will be placed in a team in their department within the limitations of such restrictions, seniority permitting, in the following order:

- a. In their department
- b. Repeat on the other shifts
- c. Outside their occupational group
- d. Repeat on opposite shifts

Employees will be placed in an opening within their restrictions, or they will displace the lowest-seniority employee, seniority permitting, whose team operations are within the limitations of their restrictions.

## **TEMPORARY LAYOFFS**

## **Skilled Trades**

1. When work is not available to employees on their regular jobs because of partial operations of the plant or temporary reductions in production attributable to material shortages, plant inventories, breakdowns of machinery or equipment, model changeover, or for any other reason known at the time of layoff to be temporary, employees will be laid off as their respective jobs cease operation.

## **LAYOFFS DUE TO REDUCTION IN FORCE Skilled Trades**

2. Employees in Skilled Trades classifications will be reduced from their respective non-interchangeable occupational groups in accordance with the following provisions:
  - a. In a permanent reduction in force in a Skilled Trades non-interchangeable occupational group, employees-in-training (EIT) (if any) will be reduced in the reverse order of their EIT date of entry prior to any journeyperson and employee-in-training-seniority (EITS) being reduced from such group.
    1. Such layoff will occur in accordance with Paragraph 161 of the National Agreement.
  - b. Thereafter, if it is necessary to further reduce the work force in a permanent reduction in force in the Skilled Trades non-interchangeable occupational group, Journeypersons and employees-in-training-seniority (EITS) will be reduced from their non-interchangeable occupational group by their Skilled Trades seniority date.
    1. Such layoff for EITS employees will occur in accordance with Paragraph 162 of the National Agreement.
  - c. Employees affected by a reduction in force, other than covered in Paragraph 59 of the National Agreement or by temporary layoff, will be cleared through their non-interchangeable occupational groups. If there are then employees in the plant with less seniority still working on jobs, such reduced employees shall be offered work on these jobs.
    1. Employees will be given such leveling-off consideration, upon written application to their group leader, which must be filed within five (5) working days following the date of the employees' reduction. Employees on vacation, leaves of absence or other approved contractual absences will be delayed from the five (5) day time limitation for leveling-off considerations.
    2. Employees who apply for consideration under the leveling-off clause will be given such consideration as soon as possible and this period shall not exceed fifteen (15) working days following the start of the reduction in force.
    3. It is mutually agreed that if unforeseen circumstances or events make it

impossible to complete the leveling-off procedure within the fifteen (15) day working period referred to above, this period may be extended by mutual agreement.

4. If a subsequent reduction or increase in force occurs before the completion of the leveling-off process, the leveling-off process will be temporarily suspended for three working days. The Chairperson of the Shop Committee will be advised when it is necessary to suspend the leveling-off provisions.
  5. Employees who refuse an offer of work made in accordance with the leveling-off provisions will continue on layoff until eligible for recall.
  6. When an employee is returned to work under the terms of the leveling-off clause, their seniority will be established in the new occupational group immediately.
- d. Journeypersons and employees-in-training-seniority (EITS) who are reduced from Skilled Trades classifications may waive their rights under Paragraph 70 of the National Agreement in preference to being recalled to a Other Than Skilled job.
  - e. The provisions of the National Agreement will dictate how employees-in-training and apprentices are to be reduced between the two groups in a reduction in force.

## **RECALL AFTER REDUCTION IN FORCE**

### **Skilled Trades**

3. a. Journeyperson employees and employees-in-training-seniority (EITS) will be recalled in reverse order of reduction to their respective Skilled Trades occupational group.
- b. No employees-in-training (EIT) will be recalled until all eligible journeypersons and employees-in-training-seniority have been recalled. Thereafter, the employees-in-training will be recalled to their respective Skilled Trades occupational group in reverse order of layoff.

## **GENERAL PROVISIONS**

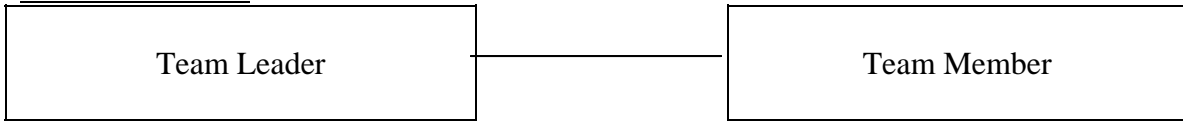
### **Skilled Trades**

4. When two or more employees have the same date of entry in a Skilled Trades classification, their seniority shall be determined by plant seniority date. If the same, they will be reduced as follows:
  - a. In alphabetical order, from "A" to "Z." (Beginning with the first letter of the last name and continuing through the last name letter by letter. If the last name is the same, repeat this procedure with the first name and the middle initial. "A" is the lowest seniority; "Z" is the highest seniority.)

- b. Then, using the employee's social security number. (Starting with the last digit of the social security number, the employee with the highest number will be the seniority employee—"0" being the highest number and "1" being the lowest number. If the last digit is the same, continue the above procedure from right to left until a breaker is reached.)
5. When anticipated multiple openings occur in a Skilled Trades classification which are designated to be filled within a period of five consecutive working days by employees newly selected as employees-in-training (EIT), no shorter service employees selected to fill such openings shall be given a date of entry earlier than that of a longer service employee also selected, if the transfer of the longer service employee is delayed for Management's convenience.
6. Journeypersons or E.I.T.S. employees hired after being permanently laid off from another General Motors facility will establish a plant seniority date and date of entry pursuant to Appendix A, Section VI, of the National Agreement. New hire Journeypersons without prior General Motor's seniority will establish a date of entry as of their date of assignment to the group in accordance with applicable National Agreement provisions.
7. When a seniority employee is transferred from an Other Than Skilled classification to a Skilled Trades classification in which the employee is a fully qualified journeyperson, the employee will have a Skilled Trades date of entry as of the date of assignment to that group.
8. When a qualified journeyperson is transferred from one Skilled Trades classification to another in which the employee is also a fully qualified journeyperson, there shall be no loss of seniority. Such employees will retain their Skilled Trades date of entry in the classification from which they were transferred. When transferring to a related Skilled Trades classification, a new date of entry will be established under Appendix A, Section VI, of the National Agreement. When transferring to an unrelated Skilled Trades classification, the employee will have a Skilled Trades date of entry as of the date of assignment to that group.
9. If a qualified journeyperson is transferred from one Skilled Trades classification to another in which the employee is not a qualified journeyperson, such employee will be considered as an employee-in-training until the employee's status is changed to employee-in-training-seniority or in accordance with the applicable provisions of the National Agreement.

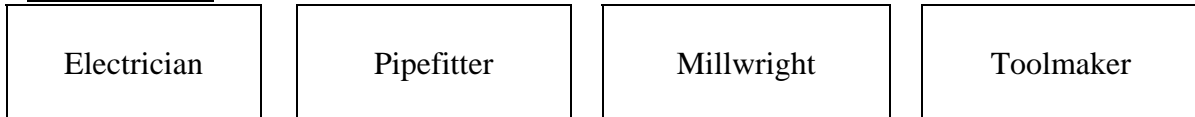
### **Body Department**

Other than skilled



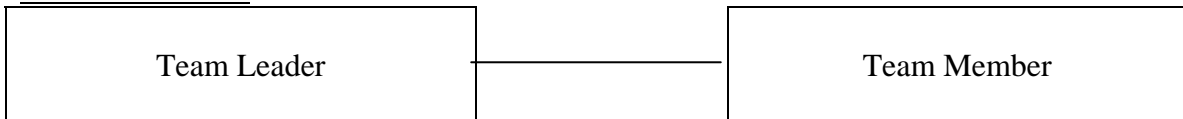
**Body Maintenance**

Skilled Trades



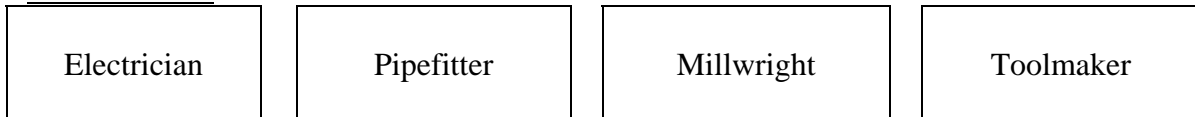
**Paint Department**

Other than skilled



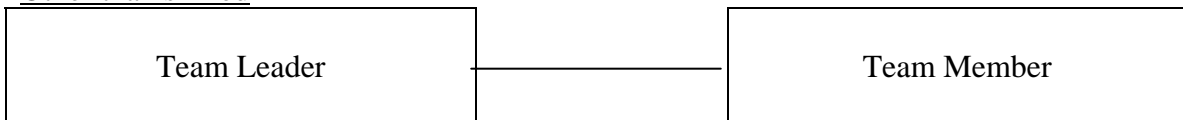
**Paint Maintenance**

Skilled Trades



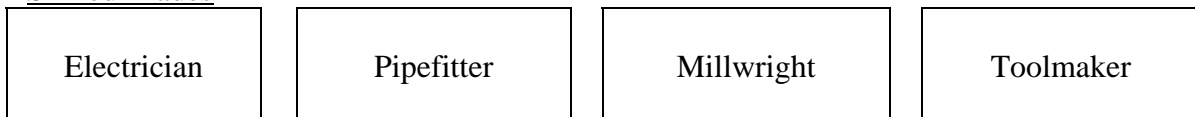
**General Assembly Department**

Other than skilled



**General Assembly Maintenance**

Skilled Trades



**CAR GROUP  
GENERAL MOTORS CORPORATION  
LANSING DELTA TOWNSHIP ASSEMBLY  
Lansing, Michigan**

**LOCAL WAGE AGREEMENT**

Agreement entered into this \_\_\_\_ day of \_\_\_\_\_, 2000, between the Local Management of NAO, General Motors Corporation, Lansing Delta Township Assembly Plant, Lansing, Michigan, hereinafter referred to as Management, and the Shop Committee of Local No. 602, International Union, United Automobile, Aerospace and Agricultural Implement Workers of America, U.A.W., hereinafter referred to as the Committee.

**PURPOSE**

1. This is an original agreement independent from any other Local Wage Agreements and Supplements thereto.
2. The Wage Scale by Job Classification contained in this agreement includes all general increases, Annual Improvement Factor increases to date and the base wage rate increase provided for in the September 18, 2003 National Agreement.
3. The Cost-of-Living Allowance provided for in the September 18, 2003 National Agreement is not included in the wage rates set forth in this agreement.
4. The wage rates set forth in this agreement shall be effective in accordance with those dates specified in the September 18, 2003 National Agreement.
5. It is further agreed that this agreement is in full and complete compliance with Paragraph 100 of the September 18, 2003 National Agreement.
6. New employees will be hired at a rate in accordance with Paragraph 98 of the September 18, 2003 National Agreement.
7. Employees granted Leaves of Absence while earning less than the rate of their job classification, shall, upon rehire, receive credit for the time spent from the date of the last automatic increase to the starting time of the Leaves of Absence toward establishing the due date of the next automatic increase. (In accordance with Paragraph 98 of the National Agreement, this provision does not apply to new employees.)

8. In order to establish a standard procedure covering the effective date of automatic rate increases, all such increases which, would normally become effective on Monday, Tuesday, or Wednesday of any given week shall be made effective on Monday of that week. All automatic rate increases which would normally be effective after Wednesday of any given week shall be made effective on the following Monday.
9. Team members who replace their Team Leader for one hour or more during their shift will be paid at the Team Leader rate for the entire shift for that day. Performing elements of Team Build, while not directly replacing the Team Leader does not constitute the higher rate.
10. Team leaders in Other than skilled will receive an additional fifty (.50) cents above the team operator rate. Team leaders in skilled trades will receive an additional fifty (.50) cents above their skilled rate.
11. Skilled trades employees, who are supplementing classifications that receive a higher rate, will be paid the higher rate. Supplementation is defined as work performed during other than regular hours, which is planned in advance, for which an additional complement of skilled trades employees are needed to supplement the classification scheduled to work.

**NOTE:** Wage Rules 6 through 8 above, apply to Other than skilled employees only.

## **Transfer Procedure**

## Other Than Skilled

### 63(b) Intra/Interdepartmental Transfer

Employees desiring to transfer within their classification from their existing team in their department, to new positions or vacancies within other teams in their department, may make application consistent with the provision of Paragraph 63(b) of the current National Agreement. Employees may have up to three (3) such applications on file.

Interdepartmental transfers (from one department to another) will require sufficient plant seniority and no disciplinary layoffs for the past six (6) months. Employees may have up to two (2) such applications on file. Employees may waive at the time offered; however, if the employee waives, they will not be offered an opportunity to transfer to the offered department for twelve (12) months.

### Transfers

63(b) transfers shall be limited to once every twelve months. Further, to be eligible to transfer an employee is required to have not exercised a shift preference within the past twelve (12) months. Applications must be on file seven (7) days prior to an available opening to be considered as valid. Employees will be allowed to waive request for transfer, but must do so immediately upon being offered. Failure to waive or accept upon said offer shall constitute an honored transfer. Once an employee has transferred, all previously submitted 63(b) transfer applications on file will be canceled.

### Transfer Backfill

Other than 63(a) opportunities, secondary openings will be filled at Management's discretion.

### Acceleration Periods/Model Changeover

In order to protect the customer by producing a world class car during model changeover and acceleration periods the following specifications are required:

#### Acceleration Periods

Initial acceleration for a new plant will require a freeze on all transfers for a sixteen month period.

### Model Changeover

Minor: No movement for the week prior to the build-out and the week of the build-out and continue for a period of at least thirty (30) days following model start-up.

Major: No movement for the week prior to the build-out and the week of the build-out and continue for a period of at least sixty (60), days following model start-up.

Deviations from these understandings are subject to mutual agreement at the Area Quality Council level.

Management may temporarily transfer employees for business needs for a maximum of thirty (30) days without regard to other transfer provisions.

In those cases when employees are to be transferred under such circumstances, Management will provide one (1) week's notice to the Union when possible.

## **Transfer Procedure Skilled Trades**

### Inter-departmental transfer

Employees desiring to transfer from their existing department, to new positions or vacancies in other departments may make application consistent with the provisions of Paragraph 63(b) of the current National Agreement.

Inter-departmental transfers (from one department to another) will require sufficient plant seniority and no disciplinary layoffs for the past six (6) months. Employees may have up to two (2) such applications on file. Employees may waiver at the time offered; however, if the employee waivers, they will not be offered an opportunity to transfer to the offered department for twelve (12) months.

### Transfers

Transfers shall be limited to once every twelve (12) months. Further, to be eligible to transfer an employee is required to have not exercised a shift preference within the past twelve (12) months. Applications must be on file seven (7) days prior to an available opening to be considered as valid. Employees will be allowed to waiver request for transfer, but must do so immediately upon being offered. Failure to waiver or accept upon said offer shall constitute an honored transfer. Once an employee has transferred, all previously submitted transfer applications on file, will be canceled.

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#### Model Changeover

Minor: No movement for the week prior to the build-out and the week of the build-out and continue for a period of at least thirty (30) days following model start-up.

Major: No movement for the week prior to the build-out and the week of the build-out and continue for a period of at least sixty (60) days following model start-up.

Deviations from this understanding are subject to mutual agreement at the Area Quality Council level.

Management may temporarily transfer employees for business needs for a maximum of thirty (30) days without regard to other transfer provisions.

In those cases when employees are to be transferred under such circumstances, Management will provide one (1) week's notice to the Union when possible.

## **Shift Preference Agreement Other than Skilled and Skilled Trades**

The provisions of this Local Agreement to provide for shift preference are entered into with specific reference to Paragraph 75 of the current National Agreement, which reads in part:

" . . . Any such agreements must have sufficient flexibility to give full protection to the efficiency of operations under all circumstances and conditions."

1. Employees will be considered on the shift of their choice unless they request to move to another shift.
2. Notification of an employee's intent to exercise a shift transfer must be given in writing no later than the end of the shift on the first workday of the week preceding the week in which the shift preference move is being effectuated.
3. Employees exercising a shift preference will be permitted, provided they are physically capable and seniority permitting, to displace the lowest seniority employee in their team or in their classification in their department on another shift.
  - a. In Other than Skilled, if the transferring employee elects their team on the preferred shift, the affected employee may then elect to displace the lowest-seniority employee within the classification and department to retain their shift. The employee displaced from the shift will be placed on the opposite shift where the shift preference originated and will not be considered as having exercised a shift preference.
  - b. Skilled Trades employees assigned to teams may elect their team on the preferred shift. The affected employee may then elect to displace the lowest-seniority employee within the classification and department to retain their shift. Skilled Trades employees who are not part of a team may displace the lowest-seniority employee within the classification and department. In any event the employee displaced from the shift will be placed on the opposite shift where the shift preference originated and will not be considered as having exercised a shift preference.
4. During weeks where multiple shift preference transfers will occur, applications will be processed in seniority order, that is, the highest-seniority employee will transfer to the lowest-seniority employee's operation, second highest to second lowest, etc. Variance to this process can occur due to the bump opposite option; therefore, employees choosing to maintain their shift of preference must state such preference when asked.
5. The parties assert that during the initial evaluation period, new non-seniority employees will be assigned to the appropriate shift decided by the Company for

training purposes, for up to the first ninety (90) days of employment.

6. Under certain unusual circumstances, shift trades may be afforded consenting employees within the same team and department for a period not to exceed sixty (60) calendar days, upon the approval of the district committee person and the department manager. Such trade requests must include the reason and requested duration. Every consideration will be given to the merits of such requests and employees will be temporarily transferred whenever practicable. No employee will be allowed to trade shifts for more than sixty (60) total calendar days in a calendar year. If unforeseen circumstances cause an approved trade to be prematurely terminated, the affected employee may apply for a second trade request within the calendar year to utilize the unused portion of the original sixty (60) day maximum.
7. Shift preferences will be limited to once every twelve (12) months. Further, to be eligible to shift preference, an employee is required to have not exercised a transfer within the past twelve (12) months.
8. In order to protect the customer by producing a world class car during model changeover and acceleration periods the following specifications are required:

#### Acceleration Periods

Initial acceleration for a new plant will require a freeze on all shift preference moves for a sixteen (16) month period.

#### Model Changeover

Minor: No movement for the week prior to the build-out and the week of the build-out and continue for a period of at least thirty (30) days following model start-up.

Major: No movement for the week prior to the build-out and the week of the build-out and continue for a period of at least sixty (60) days following model start-up.

9. It is specifically understood that during periods of special training, model change, retooling, re-conversion, or when under other abnormal conditions it is deemed necessary by Management, employees covered by this Agreement will work on any shift to which it may be necessary to assign them as long as their services are required. Such circumstances will be reviewed with the Shop Committee.
10. Other than Skilled restricted employees will only be placed in seniority order on fully-functioning/rotating teams if they are able to perform a full team rotation.
11. Deviations from this understanding are subject to mutual agreement at the Area Quality Council level.

## **RULES OF ADMINISTRATION**

### **PARAGRAPH 71**

#### **OTHER THAN SKILLED**

1. Production operations recognize the need to establish equalization rules for various team responsibilities, which cannot be performed during normal production hours. Therefore, for the purpose of affording available hours equitably, each team shall be considered a separate equalization of hours (EOH) group, excluding the team leader. The team leader within each team will constitute their own equalization of hours group.
2. The parties recognize the need to have qualified capable people to perform extra work in periods of part-time operation. For Other Than Skilled employees, lower EOH standing will be the general basis by which overtime is offered; however, when the work involved has unique circumstance, or involves job continuation, that work may be offered to the most appropriate employee. The team may have input into working an employee out of line, but the ultimate responsibility resides with the group leader. Although both parties recognize the desirability of minimizing disparities within an EOH group, the bypassing of employees is at times a sound business practice.
3. Each team leader will maintain the Team's EOH chart. EOH charts will be openly displayed in the team area. It is the responsibility of team members to check the accuracy of their hours. However, the accuracy of the EOH charts will be the responsibility of the group leader.
  - a. When employees are permitted to refuse overtime or extra work, they will be charged with the hours they could have worked had they not been permitted to refuse this work.
  - b. The total number of overtime or extra work will be charged to employees not at work for the following reasons:
    - Layoffs (including disciplinary)
    - All leaves of absences
    - All contractual absences such as vacations, bereavement, jury duty, etc.
  - c. When overtime or extra work in periods of part-time operation hours are available and an employee who is eligible to work the hours is absent or fails to work for any reason, the hours available to the employee shall be charged on the employee's record. Employees called at home for emergency work and who are unable to report will not be charged for such hours. Employees who are out of the plant for training, either trainer or trainee and cannot be contacted will not be charged.
4. Employees on a layoff or a leave of absence that extends beyond one year will be

removed from that group's E.O.H. standing's list. Upon their return, they will be credited with the average hours of the group.

5. Employees who have not established seniority will be credited with the average hours in any group to which they are originally assigned or transferred.
6. Seniority employees transferred between equalization of hour's groups will be credited at the time of transfer with the average hours in the group to which they are transferred.
7. Compilation of hours for zone and district committeepersons will be suspended during the term of their office. Upon the termination of their status as committeepersons, such employees will be credited with the average hours of the group. Alternate committeeperson will not be charged for overtime hours when they are functioning as District Committeepersons.
8. Employees required to work on a holiday will be credited with double time hours.
9. For all equalization of hour groups, hours will be brought to zero at the expiration of each calendar year.

## **RULES OF ADMINISTRATION**

### **PARAGRAPH 71**

#### **Skilled Trades**

1. Skilled Trades operations recognize the need to establish equalization rules for various responsibilities, which cannot be performed during normal production hours. Therefore, for the purpose of affording available hours equitably, equalization of hour's groups will be established.
2. Skilled Trades employees' equalization of hour's groups will be by classification, shift and department (Area Manager area).
3. Management and the Union recognize the need to have qualified, capable people to perform work during periods of overtime. For Skilled Trades employees, lower equalization of hours standing will continue to be the general basis by which overtime work is offered; however, individual pieces of overtime offered within an EOH group may include taking into consideration matching employee knowledge, familiarity, and prior involvement to the assigned task without regard to EOH standing. Accordingly, the bypassing of employees to obtain the necessary skills is at times a sound business practice providing that overtime opportunities are equalized and afforded over a reasonable span of time. Out of line of hours assignments will be made with recognition of the desirability of minimizing disparity within an EOH group. Whenever possible, Union representatives will be notified in advance when Skilled Trades employees are offered work out of line with their hours. This notification will include Management's explanation regarding the necessity of such assignments.
4. Team Leaders will maintain continuous EOH charts. EOH charts will be openly displayed in Skilled Trades Team Areas and posted as soon as the data is available. However, the accuracy of the EOH charts will be the responsibility of the group leader.
  - a. When employees are permitted to refuse overtime or extra work, they will be charged with the hours they could have worked had they not been permitted to refuse this work.
  - b. The total number of overtime or extra work will be charged to employees not at work for the following reasons:
    - Layoffs (including disciplinary)
    - All leaves of absences
    - All contractual absences, such as vacations, bereavement, jury duty, etc.
  - c. When overtime or extra work in periods of part-time operation hours are available and an employee who is eligible to work the hours is absent or fails to work for any reason, the hours available to the employee shall be charged on the employees record. Employees called at home for emergency work

and who are unable to report will not be charged for such hours. Employees who are out of the plant for training, either trainer or trainee, and cannot be contacted will not be charged.

- d. Overtime work for Skilled Trades employees will be performed on the shift determined to be the most appropriate based on business needs; however, if at any time the Shop Committee representative of Skilled Trades employees believes an inequity of hours exists between the shifts, the Shop Committee may bring the situation to the attention of Area Management who will then work with the Union to develop a plan to reduce the inequity.
5. Employees on a layoff or a leave of absence that extends beyond one year will be removed from that group's E.O.H. standing's list. Upon their return, they will be credited with the average hours of the group.
6. Employees who have not established seniority within the bargaining unit will be credited with the average hours in any group to which they are originally assigned or transferred. If, within a reasonable time of plant operation, this practice proves ineffective or creates a larger disparity of hours, the parties will review this practice and may mutually agree to modify the position at which new employees enter the EOH group.
7. Seniority employees transferred between equalization of hour's groups will be credited at the time of transfer with the average hours in the group to which they are transferred.
8. Graduating skilled trades apprentices will be credited average hours of the equalization of hours group they are assigned to upon graduation.
9. Compilation of hours for zone and district committeepersons will be suspended during the term of their office. Upon the termination of their status as committeepersons, such employees will be credited with the average hours of the group. Alternate committeepersons will not be charged for overtime hours when they are functioning as District committeepersons.
10. Employees required to work on a holiday will be credited with double time hours.
11. Changes in existing equalization of hour's groups will be made by mutual agreement between Management and the Union.
12. If at any time the Shop Committee representing Skilled Trades employees believe an inequity of hours exists within an EOH group, Management and the Union will meet and develop a plan to minimize the disparity of hours.
13. Overtime hours are not equalized between shifts; however, as a matter of operating policy, Management will endeavor to keep the scheduling of hours between shifts as equal as practicable by the scheduling of work.

## **PRODUCTION MAINTENANCE PARTNERSHIP**

UAW Local 602 and Lansing Delta Township Assembly leadership agree that to succeed we must have a world-class maintenance system. To that end, the parties agree to fully support the implementation of the Quality Network Planned Maintenance (QNPM) element, Production Maintenance Partnership (PMP), where Production, Engineering and Maintenance form a partnership in an effort to maximize equipment performance. In addition, the parties agree that PMP jointly supported will create a communication line between the Other Than Skilled production teams and the Skilled Trades employees who service the equipment.

The parties agree to lead the implementation of a Production Maintenance Partnership (PMP), as a process focused on achieving the following goals:

- Maximize equipment effectiveness and improved throughput (eliminate machine trouble).
- Involve all members including Production, Maintenance, Engineering and supervision working as a team to set up and successfully manage PMP.
- Production and Maintenance problem solve together to improve safety, quality and cost.
- Establish a system of productive maintenance for the life of the equipment.

PMP will be focused on eliminating six major losses: (1) equipment failures, (2) idling and minor stoppage, (3) reduced yields, (4) reduced speed, (5) process defects, and (6) set up and adjustment.

"PMP Checklists" will be jointly developed (by the appropriate stakeholders, including Production, Maintenance, Quality, Materials, Engineering, supervision, equipment suppliers, etc.) identifying what the operator will be, including such items as routine visual inspection, checking for normal and abnormal equipment conditions, checks to discover problems, cleaning, wipe downs, adjusting, performing incidental work (that can be safely performed by the operators) as specified, and reporting problems to Maintenance.

Additional examples of PMP that could be agreed to by the appropriate stakeholders include, but are not limited to: checking fluid levels, filling lubricators, lubrication, checking pressure readings, moving/adjusting presentation racks/tables, workplace organization including taping floors, cleaning equipment, changing batteries, adjusting air tool balances, de-slugging and changing welding tips and caps, assist in the prevention of equipment faults, breakdowns, or defective products, checking for abnormalities related to vibration, noise, heat, cracks, wear, leakage, etc., assist in restoring equipment to normal ideal working conditions, during which time the operator may be required to accurately make an evaluation and assist in taking corrective actions together with Maintenance. Also, operators would assist in the process of maintaining equipment

conditions and keeping these conditions in control, adhering to and performing standardized work.

The operator will be responsible for performing their PMP duties on a daily basis (or as the PMP schedule requires) during downtime, before or after production has been met or, if determined on overtime. Team members will be responsible to document that they have performed their PMP responsibilities.

## LANSING DELTA TOWNSHIP TEAM CONCEPT

This Agreement is made and entered into \_\_\_\_\_, 2000, by and between Lansing Delta Township Management, General Motors Corporation, hereinafter referred to as the Company, and UAW Local 602, hereinafter referred to as the Union.

Union and Management at the Lansing Delta Township facility / UAW Local 602 must continually strive for improvement in today's global automotive market. We recognize that Lansing Delta Township is an historic endeavor that will become General Motor's world-class facility in every part of the business, including team member relations, manufacturing processes, problem solving and teamwork. Our goal is to safely build the highest-quality product(s) at the lowest price to exceed our customer expectations. We recognize we must establish a culture based upon beliefs and values that fully adopt the People System Principles of the Quality Network and global manufacturing practices. Failure to meet these challenges may jeopardize our ability to ensure the continued standard of living to which our employees, shareholders and suppliers have become accustomed.

We acknowledge that we will meet our customer driven quality and productivity requirements through the full participation and commitment of all our team members. Accordingly, with safety, quality and cost as our focus, we mutually agree that a complete commitment to global manufacturing practices and Quality Network principles is our mutual goal. Team Concept is a critical component of our strategy.

Team Concept is a proven method of operation, which normally results in world-class safety, quality, productivity and team member relations. Team Concept improves job satisfaction and self-worth by redefining the roles of team member and their leaders, Union and Management. Effectively implemented, Team Concept improves safety, quality and responsiveness by enhancing problem solving and continuous improvement efforts.

In order for Team Concept to be successful, the manufacturing environment must be visibly based upon the principles of teamwork, mutual trust and respect. We commit to one another that the Lansing Delta Township facility will demonstrate that people are the most important resources of the Company. For this to occur, labor and management will work together as members of the same team. Should differences or misunderstandings occur they would be resolved through full and open communication. We have taken a dramatic, yet evolutionary step forward, in our joint effort to fully implement the supportive environment outlined in the Quality Network and GM Global Manufacturing System.

In order to secure our future, it is understood that change is inevitable and as continuous improvements are made to our competitive manufacturing system, our processes will par-

allel these changes. The parties commit to continue to eliminate barriers and support enablers in accordance with the Living Agreement concept.

## **TEAM**

Team members will function in small groups as the owners and operators of the production process to share common tasks, support each other, and achieve common goals through continuous improvement.

Following are current guidelines for teams:

1. are established and functional
2. generally consist of four (4) to six (6) members (size based upon geography, like work, and roles and responsibilities defined below). Ratio includes repair and absentee replacement coverage.
3. goals are established, reviewed, and achieved
4. meet on a frequent basis
5. responsibilities are defined, written, communicated, and understood
6. are responsible for assuring Best People Practices:
  - safety
  - quality
  - standardized work
  - pull system
  - communications
  - ergonomics
  - workplace organization
  - inspection
  - cost reduction
  - process control (Andon/error proofing)
  - waste elimination
  - problem solving
  - multi-skills
  - routine maintenance in accordance with PMP\*
  - quantity
  - assist in achieving attendance expectations
  - data and records tracking
  - repair
  - training

\* Where it is determined as appropriately innovative, skilled trades teams supporting production teams will be *utilized* to improve quality and operational efficiency, as well as work together to effectively form a Production Maintenance Partnership (PMP).

<b>ROLE OF THE TEAM MEMBER</b>
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**I. SAFETY: PROVIDE SAFE WORK ENVIRONMENT****AREAS OF RESPONSIBILITY:****A. GENERAL:**

1. Learn and follow all safety procedures at all times.
2. Take the initiative to identify all potential safety hazards
3. Wear personal protective equipment in the prescribed manner
4. Know the current safety topic and submit related suggestions
5. Participate in safety inspections
6. Know location of all emergency items such as emergency exits, eye wash stations, and emergency stop buttons.

**B. TRAINING:**

1. Participate in safety talks and in safety-related meetings
2. Participate in safety training

**C. EQUIPMENT:**

1. Check daily and take action if equipment and machines are not in a safe working condition in accordance with PMP
2. Notify the team leader or group leader of any out-of-standard condition
3. Visually inspect overhead equipment rails, hangers, and safety cables on a daily basis
4. Monitor tools daily or when the line stops for proper setup including:
  - Tool specifications and corrections
  - Air hose condition
  - Air pressure gauge settings
  - Oiler functions
  - Bit/sockets wear

**D. ERGONOMICS:**

1. Identify ergonomically unsafe concerns and notify the team leader or group leader
2. Suggest and help implement improvements

**E. INCIDENT REPORTING AND INVESTIGATION:**

1. Immediately notify the team leader and/or group leader when an incident occurs
2. Assist the group leader in completing the incident report
3. Take an active part in determining the root cause and assist in implementing corrective measures

**F. NEAR MISSES:**

1. Report near misses to the team leader and/or group leader
2. Assist in implementing corrective procedures for near misses that happen within your group

**G. SAFETY SIGNS:**

1. Follow instructions on all posted signs
2. Notify group leader and/or team leader of any missing or damaged signage

**H. HAZARDOUS MATERIALS:**

1. Use, handle, store and clean up Hazardous Materials according to the defined procedures
2. Wear the required clothing and personal protective equipment when handling hazardous materials

**I. EVACUATION - DISASTER PLAN:**

1. Follow procedures as outlined in the evacuation - disaster plan

**J. WORKPLACE ORGANIZATION:**

1. Keep all tools, materials, equipment and other items in their proper place
2. Maintain a clean and safe work area. Be an active participant in the 5 S Process to continually improve workplace organization. The 5 S's are:
  - Sift - Remove unnecessary items
  - Sort - Put everything into its proper place
  - Sweep - Clean the work area
  - Sustain - Maintain the first three S's
  - Self-Discipline - The personal attitude necessary to carry and maintain Workplace organization
3. Abide by all safety rules, procedures, routines, and standards

**II. QUALITY: DO NOT KNOWINGLY LET DEFECTS PASS TO THE NEXT PROCESS.**

## **AREAS OF RESPONSIBILITY:**

### **A. QUALITY STANDARDS OF THE TEAM:**

1. Know all quality standards associated with the team's processes
2. Recognize an "out of standard" condition and inform the team leader
3. Mark and/or place non-conforming material in a container or designated area
4. Make repairs in accordance with build requirements and recheck in accordance with verification requirements
5. Repair fasteners with correct tools or gauges
6. Assure proper torque with direct read torque wrenches

### **B. QUALITY CONTROL OPERATIONS SHEET IMPLEMENTATION (QCOS):**

1. Read and understand all QCOS that apply to the team
2. Follow QCOS procedures when performing daily job assignments
3. Ensure team members are aware of MVSS items on PAD document.

### **C. STANDARDIZED WORK (SOS):**

1. Follow the work sequence as outlined on the posted standardized worksheet
2. In situations where the line stops, always complete the standardized work sequence before leaving the job
3. Check quality of first part used from each new container

### **D. ANDON SYSTEM:**

1. Correct the defect yourself if possible--use Andon to stop line if required by process
2. Utilize the Andon system to contain quality concerns that impact production and cannot immediately be corrected by the team member. Defects should be contained and repaired in station.
3. If defects cannot be repaired in station, place a flag/tag and repair parts in/on the vehicle or carrier when appropriate

### **E. PROBLEM SOLVING:**

1. Participate in the problem-solving process where possible by helping to identify the root cause and implementing corrective procedures (short term and long term)

### **III. PRODUCTION: RESPOND TO WORK ENVIRONMENT TO MEET PRODUCTION SCHEDULE.**

#### **AREAS OF RESPONSIBILITY:**

##### **A. ABSENTEEISM:**

1. Perform the role of team member in other teams based on business needs
2. Perform the role of team leader if the situation requires

##### **B. EQUIPMENT CHECKS:**

1. Perform required shift start-up equipment and tooling checks and identify defective equipment and take corrective measures
2. Perform checks periodically during shift as required
3. Report any abnormalities to the team leader and/or group leader
4. Keep track of checks/PMP
5. Utilize back-up equipment and procedures on a specified basis to ensure they are operable and can sustain production
6. Perform PMP as specified for each operation/work station (do during Andon/equipment stops if time permits)

##### **C. MATERIALS:**

1. Follow the rules of the Kanban system
2. Know the part numbers used by the team
3. Assist with ensuring that all floor rack labels are clear and up to date
4. Inform the team leader and/or group leader when part inventory is at an abnormal level
5. Don't overproduce

##### **D. IDENTIFY BOTTLENECKS - PROBLEM SOLVING:**

1. Inform the team leader and/or group leader about any abnormalities or potential problems/bottlenecks that could hinder production flow
2. Utilize the Quality Network (IAPIE) problem solving method

### **IV. COST: CONTINUOUSLY LOOK FOR WASTE AND ELIMINATE IT.**

1. Identify ways to eliminate waste in the areas of quality, scrap, uptime, stock reduction, energy, equipment, material, space savings, process efficiency, etc.
2. Participate in Continuous Improvement Process activities and problem solving circles
3. Assist in achieving team and plant goals related to productivity.

**V. HUMAN RESOURCES: PROVIDE ENVIRONMENT, WHICH STIMULATES TEAM MEMBERS INVOLVEMENT AND PERSONAL GROWTH:**

**AREAS OF RESPONSIBILITY:**

**A. MAINTAIN COMMUNICATIONS:**

1. Keep team leader informed on problems or concerns (use Andon as appropriate)
2. Communicate defects to other team members (feedback on quality, safety, etc.)
3. Maintain high morale through continuous communications
4. Encourage input from other team members
5. Listen to others

**B. SUGGESTIONS:**

1. Participate in the suggestion and small group activity programs (continuous improvement process and problem solving circles). Implement approved suggestions with group leader's approval.
2. Suggest ideas for suggestion improvement proposals

**C. TRAINING:**

1. Become proficient on all jobs in the team
2. Assist in training team members on other jobs as required
3. Participate in all required training (safety, PMP, etc.)

**D. ATTENDANCE:**

1. Employees are expected to be at work every day (other than contractual, goal for controllable absences is zero [0])
2. Cover absenteeism whenever business needs require

**E. TEAM MEETINGS:**

1. Participate and give input in team and group meetings

## **F. JOB ROTATION:**

1. Maximize flexibility by learning all jobs in the team
2. Rotate between jobs at the designated time as determined by the team.

<b>ROLE OF THE TEAM LEADER</b>
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## **I. SAFETY: PROVIDE SAFE WORK ENVIRONMENT**

### **AREAS OF RESPONSIBILITY:**

#### **A. GENERAL: Make sure that all pro-active actions are taken so that no injuries or accidents can happen**

1. Learn and follow all area safety procedures at all times
2. Take initiative to correct all potential safety hazards before they can occur
3. Make sure all team members (and visitors) follow the safety rules and procedures when working with the team, or visiting the team
4. Address work being performed unsafely and demonstrate how to safely perform the work
5. Take action on all unsafe conditions and implement corrective procedures
6. Set an example on safety for the team members and wear personal protective equipment in the proper way
7. Know the current safety topic and encourage submission of safety suggestions related to the topic
8. Communicate all safety problems and possible corrective procedures to the other shifts
9. Participate in area safety inspections.

#### **B. TRAINING: Provide a safety-minded atmosphere through training and communication.**

1. Train all team members on safety procedures, following Job Instruction training methods
2. Discuss safety points of action in team meetings
3. Train team members in recognizing and taking action related to unsafe situations
4. Observe fellow team members to ensure they are performing their job in accordance with standardized operation sheet (SOS)
5. Prepare, present and keep safety talks
6. Maintain the job instruction sheets with safety key points.

**C. EQUIPMENT: Make sure the use of equipment or installation cannot cause injuries or accidents.**

1. Check daily and take action if equipment and machines are not in safe working conditions in accordance with PMP
2. Check and take action if team member is not wearing personal protective equipment
3. Take action on any out-of-standard condition
4. Cycle back-up equipment to ensure it is in proper working condition

**D. ERGONOMICS: Protect yourself and team members from any conditions that can cause injuries or harm.**

1. Initiate action to correct ergonomically unsafe working conditions
2. Advise, suggest, and implement ergonomic improvements

**E. INCIDENT REPORTING AND INVESTIGATION: Provide assistance in case of injuries or accidents and help eliminate the root cause**

1. Help injured or sick employee receive proper medical attention
2. Immediately notify the group leader when an incident occurs
3. Update the "Safety Cross" chart daily
4. Discuss together with your group leader and the injured team member each incident so preventive corrective procedures can be put in place
5. Take active part in determining the root cause and assist in implementing corrective procedures.

**F. NEAR MISSES: Create an attitude to take near misses seriously.**

1. Explain to team members the necessity of reporting near misses
2. Report near misses and implement corrective procedures when appropriate

**G. SAFETY SIGNS: Make sure everybody entering the team can see how to operate in a safe way.**

1. Follow instructions on all posted signs
2. Make sure the needed safety signs are available, visible and replaced according to instructions

**H. HAZARDOUS MATERIALS: Make sure no team member's safety and health are in danger due to the unsafe use of Hazardous Materials.**

1. Know and follow up on the use, storage, handling, risk and clean-up procedures of the Hazardous Materials in the team
2. Inform all team members about the use of hazardous products
3. Have all necessary handling/containment materials available

4. Do procedure checks periodically (labeling, changes, etc.)

**I. EVACUATION - DISASTER PLAN: Make sure team members know what to do in case of evacuation.**

1. Train team members in the procedures as outlined in the evacuation disaster plan
2. Account for team members when evacuation occurs

**J. WORKPLACE ORGANIZATION: Make sure team members can find the tools and equipment in a clean environment.**

1. Take an active role in determining standards about the needed items at the workplace
2. Lead and maintain a clean and safe work area. Be an active participant in the 5 S Process to continually improve workplace organization. The 5 S's are:
  - Sift - Remove unnecessary items
  - Sort - Put everything into its proper place
  - Sweep - Clean the work area
  - Sustain - Maintain the first three S's
  - Self-Discipline - The personal attitude necessary to carry and maintain Workplace organization
3. Make sure tools and equipment are accessible to team members
4. Take action/corrective measures if the cleaning activities of the team are not up to standards
5. Abide by all rules, procedures, routines and standards
6. Check workplace organization on a daily and weekly basis

**II. QUALITY: DO NOT LET DEFECTS PASS TO THE NEXT PROCESS**

**AREAS OF RESPONSIBILITY:**

**A. QUALITY STANDARDS OF THE TEAM: Quality standards must always be known and visualized so customer requirements can be met.**

1. Know all quality standards associated with and relating to the team's processes
2. Ensure each team member is educated on the quality standards of all processes he/she may work with
3. Ensure necessary quality key points or standards are documented
4. Evaluate/measure quality standard within the team
5. Know where in the process, standards are checked by inspection
6. Make standards visual to the team

**B. QUALITY CONTROL OPERATIONS SHEETS IMPLEMENTATION (QCOS): The QCOS is a tool to document, standardize and evaluate process controls. QCOS makes improvements to processes based upon actual conditions.**

1. Read and comprehend a QCOS, which applies to the team
2. Assist in identifying tools, equipment, resources, etc.
3. Initiate implementation of a QCOS
4. Maintain a correct tool inventory within the team
5. Ensure proper documentation is posted and kept up to date
6. Perform required actions based on QCOS
7. Initiate process improvements based upon actual trend conditions
8. Insure team members follow QCOS procedures in their daily job
9. Conduct torque tool validation
10. Record Job Sequence # for Rotation Schedule. The primary intent is to provide data for problem-solving purposes, not for disciplinary purposes.
11. Ensure all measurement tools used within Team are calibrated as required
12. Check quality of units left from the opposite shift--where defects are found, sort by operations and pass information on Logbook
13. Check and record torque level for Delta C in each operation--if there is a problem, report to group leader and record it
14. Write down quality defect items and numbers of defects from the previous day on the QC Board and the QC Chart (summarize data monthly)
15. Check repairs at the Inspection and QAT stations
  - Go and see the defects at the Inspection and QAT on a regular basis to fully understand quality defects charged to your group or Team. Work on recurrence prevention. If a defect frequently occurs, inspect all the units on the line and repair as needed
  - Get information about the Inspection and Repair, review with the Team, and instruct the team members.
  - Determine whether defects are coming from your group, or they are attributed to the right shift after informed about defects by the Inspection and QAT
  - For defects from the opposite shift, write down the information and the nature of the defects in the Logbook
  - Check the Repair log from the Repair area and follow up
16. Respond in a timely manner to any defects found at the Inspection, QAT, or the Repair stations
  - If QAT calls, repair unit(s) and record the sequence number(s) and defect(s)
  - Understand the nature of the defects and plan the recurrence prevention
  - For repetitive defects, walk the line back and repair all defects found on the line
17. Observe each operation on a regular basis and fully understand the status of your group

- Check if team members are following the Standardized Work. If not, advise them
- If defects are found, do the line side review with the team members and assist them with recurrence prevention.

**C. STANDARDIZED WORK (SOS): Work is always performed in a given sequence; thus stabilizing, maintaining and controlling quality.**

1. Suggest and coordinate with team member and group leader the best method for a process
2. Coordinate methods with all 3 shifts before implementation
3. Analyze each process (or job) by elemental breakdown and time study techniques (assist group leader)
4. Develop an SOS for all processes (jobs) within a team
5. Maintain the SOS as continuous improvement takes place
6. Frequently check SOS's to actual condition
7. Initiate corrective measures for non-standardized work
8. Ensure the most current SOS is posted at each process or job station
9. Maintain visual "Wall of Operations"
10. Certify that all team members are following SOSs

**D. JOB INSTRUCTION TRAINING: These methods will ensure a team member is performing the process correctly, safely, consistently and is educated on all process-related key points.**

1. Perform Job Instruction Training for new team members and for changed processes (jobs) within the team
2. Follow the Job Instruction Training methods (prepare the worker; demonstrate the job; observe a team member doing the job; follow up as needed to assure success)
3. Break down a job to major steps, key points, and reasons why
4. Follow a training plan

**E. RESPOND TO ANDON IMMEDIATELY: The Andon will make each team member responsible for notifying the team leader of any quality concerns so it can be corrected before the vehicle passes to the next process.**

1. Respond to Andon call before the line stops, if possible
2. Try to make repairs while the line is running
3. Put root cause analysis and corrective procedures in place so that the problem does not repeat itself
4. Chart to see if intervention is making successful progress and you are reaching goals.

**F. OUT OF TEAM DEFECTS: When a defect leaves your team and is caught by the following process, you or a member of the team must visually ensure**

**that a correct repair was made and both long- and short-term corrective procedures have been established.**

1. Go to end of line repair or an in-process inspection station to look at the defect, which has left your team
2. Ensure a proper repair was made (either by team leader or qualified team member)
3. Work the line back making any necessary repair back to where the defect originated
4. Perform root cause analysis to determine corrective procedures
  - why defect occurred
  - why defect left area
5. Standardize the corrective procedure
6. Communicate corrective procedure (actions taken) to other shifts
7. Perform necessary follow up to ensure corrective procedure is effective

**G. QUALITY FEEDBACK: A team member must continually receive quality feedback so standardized work can be confirmed and adjusted as needed based upon facts.**

1. Identify any defects, which leave the team (special tag)
2. Inform the group leader of all defects, which have left the team area
3. Communicate to the team members any quality-related items
4. Develop and maintain quality-tracking charts for the team to show team, area or plant quality trends
5. Review Job Instruction Training quality key points with team members for defects which occur within the team
6. Communicate in team members meeting any quality-related items
7. Confirm contents on the Quality Defect Tracking sheets, pass on necessary information to team members and assist them in making recurrence prevention plans
8. Let team members know about critical defects, frequently recurring defects (more than 3 cases) and repetitive defects on the QC Board--prevent recurrence by keeping team member awareness high.

**H. MUTILATION CONTROL AND KEEPING THE CAR CLEAN: Mutilation awareness and control will ensure the customers receive an appealing and visually satisfying vehicle upon his/her first encounter with the product.**

1. Insure the mutilation policy is being followed within the team (clothing, gloves, covers, follow standard work procedures, etc.)
2. Perform mutilation checks on a continuous basis
3. Keep the team informed of mutilation information and corrective procedures for mutilation causes within the team
4. Inform the responsible team member, team leader or group leader when a potential or actual cause of a mutilation is recognized outside of his/her team
5. Check body mutilation on units on the line--if found, report in Logbook

**I. PROBLEM SOLVING: Problem solving results in corrective procedures that address the problem's root cause and allows the plant to maintain current quality levels, improve quality performance and prevent quality problems from occurring.**

1. Make quality standards visual
2. Recognize an "out of standard" condition and react quickly
3. Identify and correct the root cause. (Short-term and long-term)
4. Use root cause analysis techniques as taught by the Training Department
5. Collect and sort data to pinpoint problems and perform root cause analysis
6. Use QC tools (e.g. check sheet, Pareto diagram, line/bar graph, X. Bar charts)
7. Take random process checks to assure countermeasures are in place and working

**III. PRODUCTION: RESPOND TO WORK ENVIRONMENT TO MEET PRODUCTION SCHEUDLE.**

**AREAS OF RESPONSIBILITY:**

**A. ABSENTEEISM:**

1. Assist with coordinating manpower needs according to the situation and team member skills/training
2. Perform the role of team member or team leader in any team if situation requires
3. Keep flexibility charts up to date
4. Perform the role of group leader if situation requires (excluding those tasks which are considered supervisory)

5. Check attendance and report absentees and their operations to group leader
6. Discuss attendance with group leader and assist with assignment of team members

**B. EQUIPMENT CHECKS: Ensure smooth production through early prevention.**

1. Perform required shift start-up equipment and tooling checks
2. Replace defective equipment used by team member before start of shift
3. Perform checks periodically during shift as required
4. Report any abnormalities to appropriate personnel
5. Keep track of checks/PMP
6. Chart and analyze equipment downtime occurrences
7. Check/Cycle back-up equipment to ensure it is working correctly
8. Check work area, equipment, and protective covers on guns and sockets
9. Check items you can inspect without help from Maintenance such as:
  - printer switch for manifest
  - amount of sealer
  - torque monitor

**C. MATERIALS: Understand and control line side inventory levels to meet the established standards and to ensure a level flow of material.**

1. Follow the rules of the Kanban system
2. Know the part numbers used by the team
3. Ensure the team members are trained to inspect first part when used
4. Make sure all floor rack labels are clear and up to date
5. Inform group leader when part inventory is at an abnormal level
6. Collect team Kanban cards as required
7. Educate team members on reorder point for all Andon call parts
8. Communicate to team members the importance of not overproducing
9. Perform daily exchange--i.e., transfer parts from bolt rack to team members as required
10. Visually scan area to see that Kanban cards are being properly pulled to ensure no material depletion problems

**D. OPTIMAL USE OF THE EQUIPMENT**

1. Upon equipment failure, immediately go into back-up mode and eliminate downtime. Analyze what you could do better when in an emergency back-up procedure and improve for next time

**E. IDENTIFY BOTTLENECKS - PROBLEM SOLVING: To improve uptime**

1. Identify bottlenecks or system problems regarding production flow
2. Take action and inform group leader about abnormalities or potential problems/bottlenecks that could hinder production flow
3. Assist in implementing problem corrective procedures to assure production flow and production targets

**IV. COST: CONTINUOUSLY LOOK FOR WASTE AND ELIMINATE IT**

**A. INDIRECT MATERIALS, SCRAP, TOOLS, SAFETY EQUIPMENT OR OFFICE SUPPLIES, ENERGY, RAW MATERIALS, and SPARE PARTS: Understand and control the items, which increase the cost of our products.**

1. Know the goals of indirect materials
2. Give input in deciding the amount of improvement (goal)
3. Look continuously for cost improvements
4. Identify causes of abnormal situations
5. Encourage team members to participate in cost elimination
6. Track Team's performance to their budget

**B. CONTINUOUS IMPROVEMENT PROCESS: Be aware that small savings pay off.**

1. Encourage team members to participate in Continuous Improvement Process and/or problem solving circles and assist in implementation
2. Direct improvements to the elimination of waste for quality, scrap, uptime, stock reduction, energy, equipment, material, floor space savings, process efficiency, etc.
3. Chart improvements and post them
4. Eliminate the 7 types of waste--motion, waiting, inventory, conveyance, overproduction, correction, and processing

**C. MANPOWER: Becoming more efficient is critical to reducing cost and improving competitiveness.**

1. Know the workload of all operations in team
2. Support process and productivity improvements
3. Minimize non-value-added cycle time on each process (job)

**V. HUMAN RESOURCES: PROVIDE ENVIRONMENT, WHICH STIMULATES TEAM MEMBERS INVOLVEMENT AND PERSONAL GROWTH.**

**AREAS OF RESPONSIBILITY:**

**A. MAINTAIN COMMUNICATIONS: To enhance a two-way communication process within the team.**

1. Communicate information obtained from the group leader
2. Keep group leader informed on problems or concerns
3. Communicate the goals/objectives to the team members
4. Maintain logbook to inform the team leader on the other shift
5. Communicate defects to other teams (feedback on quality, safety, etc.)
6. Ask for input from team members
7. Help maintain high morale and team spirit through continuous communication

**B. SUGGESTIONS: Encourage and solicit small suggestions that the team members can do on their own.**

1. Encourage team members to submit suggestion improvement proposals
2. Suggest ideas for suggestion improvement proposals
3. Assist in implementation of suggestions
4. Communicate successes/wins to other shifts

**C. TRAINING: To enable personal growth by organizing training for all team members.**

1. Master all jobs in the team to relieve, train and assist the team members using the Job Instruction Training method
2. Train the team members to become multi-skilled workers according to the flexibility chart
3. Record and maintain the flexibility chart of the team
4. Give job instruction training to all new team members

**D. ATTENDANCE: Create an environment where attendance is seen as essential for the team performance.**

1. Cover absenteeism whenever needed
2. Inform group leader if absentee coverage cannot be resolved within the team
3. Promote presenteeism among team members
4. Check and confirm whether team members are assigned to each operation
5. Perform the role of group leader if situation requires (excluding those tasks which are considered supervisory)

**E. PERFORMANCE SUPPORT: To create a positive and constructive climate by supporting the team members.**

1. Monitor performance of team members, support/retrain when necessary
2. Assist in eliminating problem operations and bottlenecks
3. Give positive feedback on performance issues to team members
4. In an effort to support continuous improvement, provide performance feedback concerning the team to the group leader.

**F. TEAM MEETINGS: Enhance a two-way communication process within the team.**

1. Prepare the agenda of the team meeting and solicit input from group leader and team members.
2. Conduct the meeting
3. Inform the group leader about the outcome of the meeting
4. Follow up on items discussed during the meeting
5. Schedule necessary required support resources for team meetings when appropriate
6. Communicate meeting plans to team members

**G. JOB ROTATION: Create flexibility and personal growth by organizing job rotation.**

1. Ensure the job rotation among team members balances ergonomically challenged jobs with those that are physically less strenuous
2. Train team members in order to gain flexibility for job rotation
3. Assist team in creating a plan and record rotation schedule
4. Track rotation of team members by recording start-stop sequence numbers as rotation occurs. The primary intent is to provide data for problem-solving purposes, not for disciplinary reasons.

## ROLE OF THE GROUP LEADER

### **D) SAFETY: PROVIDE SAFE WORK ENVIRONMENT FOR ANYONE ENTERING THE AREA.**

#### **AREAS OF RESPONSIBILITY:**

##### **A. GENERAL: Make sure that all pro-active actions are taken so that no injuries or accidents can happen**

1. Support your team leaders in meeting their safety responsibility
2. Learn and follow all safety procedures and maintain a file in the area
3. Make sure all team members, team leaders and visitors follow the safety procedures when working in or visiting the area
4. Take immediate corrective action on all unsafe conditions
5. Know the current safety theme and encourage submission of safety suggestions related to the theme
6. Communicate all safety problems and corrective procedures to the other shifts, colleagues and management
7. Post area and plant safety goals, action plans and tracking so that all members can see the data and see where improvement are required
8. Check and take corrective action if team members and/or leaders are not wearing personal protective equipment
9. Participate in area safety inspections
10. Prepare and keep daily safety talks with your team leaders and preside at safety team meetings

##### **B. TRAINING: Provide a safety-minded atmosphere through training and communication.**

1. Make sure team members are trained by team leaders on safety procedures and that team leaders are following Job Instruction Training methods
2. Train team members and team leaders in recognizing and taking action if (potential) unsafe situations occur
3. Follow-up and observe if team members and team leaders are performing standardized work. Ensure safety key points are followed; correct if not
4. Make sure team leaders maintain "Job Instruction Sheets" with safety key points and that they use them as a training tool

##### **C. EQUIPMENT: Make sure the use of equipment or installations cannot cause personal injuries or accidents.**

1. Post all related safety information at all machines or equipment as appropriate
2. Confirm if checks are done on equipment and machines as prescribed by the equipment check procedures. Take corrective action if needed

3. Make sure machines and installations have been certified

**D. ERGONOMICS: Protect yourself and team members from any conditions that can cause injuries or harm.**

1. Improve ergonomic working conditions
2. Suggest and implement ergonomic improvements in your area
3. Keep in mind physical requirements in assigning tasks
4. Schedule all team leaders to be trained to ergonomic evaluations
5. Report unsatisfactory ergonomic situations which you cannot improve

**E. INCIDENT REPORTING AND INVESTIGATION: Obtain the facts, so proper analysis can be made to eliminate recurrence of similar incidents.**

1. Ensure all injured employees receive immediate medical attention
2. Investigate all incidents with the team member and the team leader. Identify root cause and implement corrective procedures
3. Be a role model to teach everyone that nothing is more important than safety
4. Develop and implement plans to reduce incident rates

**F. SAFETY SIGNS: Make sure everybody entering the team can see how to operate in a safe way.**

1. Make sure the needed safety signs are available, visible and placed according to instructions
2. Take appropriate actions if corrective procedures are needed

**G. HAZARDOUS MATERIALS: Make sure that no one's health or safety is in danger due to the presence of, or use of Hazardous Materials.**

1. Know and follow-up on the usage, storage, handling, danger and clean up procedures of the hazardous materials in your area
2. Inform and train all team leaders (and through them all team members) about hazardous materials procedures (handling, documentation, etc.)
3. Do periodic procedure checks (labeling, changes)
4. Allow only those products in your area for which you have a hazardous materials clearance
5. Ensure that the packing and labeling is in compliance with the hazardous materials clearance procedures

**H. EVACUATION - DISASTER PLAN: Make sure that team members know what to do in case of evacuation.**

1. Train team members and leaders in the Evacuation Disaster plan procedures
2. Report discrepancies to those who can influence the Evacuation Disaster plan
3. Review, on a regular base, the evacuation plans and pictographs. Report discrepancies

**I. WORKPLACE ORGANIZATION: Make sure everybody can find the tools and equipment in a clean environment.**

1. Establish standards for items at the work place
2. Remove all waste items out of the workplace
3. Make sure that everything in the workplace is accessible to anyone who needs it
4. Create a clean and safe workplace
5. Take action/corrective measures if the cleaning activities are not up to standards
6. Condition yourself to abide by all rules, procedures, routines and standards

**II. QUALITY: DO NOT LET DEFECTS PASS TO THE NEXT PROCESS**

**AREAS OF RESPONSIBILITY:**

**A. QUALITY STANDARDS OF THE AREA: Quality standards must always be known and visualized so we can meet customer requirements.**

1. Know all quality standards for your area
2. Check and confirm that team members and team leaders know the standards
3. Check and confirm that quality key points from "Local Process Sheets" and "Engineering Process Sheets" are on the Job Instruction Sheet
4. Know what standards are checked at each Process Control point
5. Visualize standards as much as possible using pictures, drawings, Ok/Not Ok examples, boundary samples, etc.

**B. QUALITY CONTROL OPERATIONS SHEET IMPLEMENTATION (QCOS): The QCOS is a tool to document, standardize and evaluate process controls and ensure In-Process Quality by making improvements to processes based upon actual process conditions.**

1. Ensure all QCOS sheets are posted and all requirements that apply to the QCOS process are being followed
2. Investigate all QCOS item defects found, and implement root cause corrective procedures using "Problem Solving" report
3. Review data collected from the process on a daily basis
4. Recognize and correct the process based upon operation trend information

5. Inform management when any out of standard condition is found on a QCOS item

**C. STANDARDIZED WORK: Work is always performed in a given sequence; thus stabilizing, maintaining and controlling quality.**

1. Verify that the Standardized Operation Sheet (SOS) is written to plant standards with the most efficient method and that team members' comments are kept in mind
2. Review and approve all SOS's for each process
3. Confirm that the SOS is being followed for each process
4. Work with other shift group leaders to ensure all team members of all shifts are working to the SOS
5. Re-instruct team members not following standardized work
6. Ensure the SOS is updated as processes or continuous improvement changes occur on the line (If team member has a better way)
7. Use the SOS to improve the process (both Quality and Time-wise)
8. Utilize time study techniques including stop watches to develop most efficient method

**D. JOB INSTRUCTION TRAINING: These methods will ensure a team member is performing the process correctly, safely and consistently and is educated on all process related key points.**

1. Follow Job Instruction Training methods for training team leaders
  - Prepare the worker
  - Demonstrate the job
  - Observe team member do the job
  - Follow-up is needed to ensure success
2. Follow-up on the use of the Job Instruction Training method by team leaders with team members
3. Let no worker start on the line without Job Instruction Training
4. Ensure the flexibility chart is filled out and followed

**E. RESPOND TO ANDON IMMEDIATELY: The Andon will make each team member responsible for notifying the team leader of any quality concerns so they can be corrected before the vehicle passes to the next process.**

1. Be responsible for ensuring correct procedures are put in place to eliminate the defect or problem from repeating itself
2. Respond to the Andon signal when the team leader is not available

**F. OUT OF TEAM DEFECTS: When a defect leaves your area and is caught by the following process, you or a member of the group must ensure with your own eyes that a correct repair was made and both short and long-term corrective procedures have been established.**

1. Ensure defects in the system are repaired back to the point of origin and a corrective procedure for the defect is put in place
2. Perform root cause analysis to determine corrective procedure
3. Standardize the corrective procedure
4. Communicate corrective procedure (actions taken) to other shifts
5. Perform necessary follow-up to ensure corrective procedure is effective

**G. QUALITY FEEDBACK: A team member must continually receive OK and Not OK quality feedback so standardized work can be confirmed and adjusted as needed based upon facts.**

1. Ensure team members and team leaders are knowledgeable about defects which leave the area
2. Analyze Andon pull data to identify bottlenecks in the operations. Communicate and resolve bottleneck processes
3. Keep teams informed on area, plant and industry quality information
4. Keep area informed on progress/status of design, supplier, or previous process defects affecting the area
5. Post all quality information based upon current unit needs and standards

**H. MUTILATION CONTROL/AND KEEPING THE CAR CLEAN: Mutilation awareness and control will ensure the customers receive an appealing and visually satisfying vehicle upon his/her first encounter with the product.**

1. Take immediate corrective action for any process that could, by its standard (S.O.S.) or by the individual doing the process, possibly scratch or get a car dirty

**I. PROBLEM SOLVING: Problem-solving results in corrective procedures that address the root cause and allows the plant to maintain current quality levels, improve quality performance and prevent quality problems from occurring.**

1. Be responsible for following, teaching and reinforcing the problem solving method as taught by the training department. Use this approach to solve quality problems.
2. Deal with facts when solving problems
3. Measure your success by your ability to reach root cause and putting corrective procedures in place that stops problems from repeating
4. Work to reduce and eliminate the number of Andon pulls through this approach

**III) PRODUCTION: RESPOND TO WORK ENVIRONMENT TO MEET PRODUCTION SCHEDULE**

**AREAS OF RESPONSIBILITY:**

## **A. ABSENTEEISM**

1. Plan in order to avoid manpower shortage
2. Be responsible for the manning level between teams of your area
3. Manage controllable absenteeism within established goals and follow Human Resource policy when an absence occurs
4. Support other lines if manpower shortage situations exist. Remember it could be your team(s) tomorrow
5. Follow-up immediately with all team members who are absent

## **B. ANDON: Understand that Andon interventions are meant to highlight problems immediately while reaching production targets and ensure root cause is identified and procedures are put in place so that the problem does not repeat itself.**

1. Be responsible for improving uptime through root cause analysis and corrective intervention
2. Identify systematic bottlenecks that hinder through-put of the area
3. Check the effectiveness of corrective actions taken by team leaders
4. Teach team leaders on how to improve their effectiveness
5. Track progress visually
6. Keep area informed on current situation and progress made regarding Andon pulls
7. Look for and initiate continuous improvement

## **C. EQUIPMENT CHECKS: Make sure you have smooth production through early prevention.**

1. Think proactively in order to maintain facilities at proper operating levels
2. Set targets for your area on production maintenance partnerships (P.M.P.)
3. Track progress visually
4. Report out progress or problems to management and take ownership with maintenance to address problems or out of standards conditions
5. Make sure the system checks are done by the team leader (train and coach team leader)
6. Check the effectiveness of corrective procedures taken by team leader
7. Look for and initiate continuous improvement
8. Check systematically to confirm that manual or automated back-up systems or procedures are functioning

## **D. MATERIALS: Understand and control line side inventory levels to the established standards and ensure level flow of material.**

1. Think proactively. Avoid material shortages

2. Monitor and check if team members are following the correct procedure to ensure proper inventory levels in flow racks according to standards
3. Report any problems and take action with team members and team leaders
4. Spot check Kanban and material Andon or any other parts call system controlled by team leader (line side)
5. Identify and check the labels/call parts buttons on line side
6. Ensure in-process stock standards are being followed
7. Allow no stock out of flow rack. Ensure all material is in its proper place (allow nothing on the floor unless it is in its proper location)
8. Be responsible for team leaders following their responsibility as outlined in their role

**E. OPTIMAL USE OF THE EQUIPMENT: Ensure machinery and equipment availability to meet daily production schedule (normal and back-up modes while securing quality).**

1. Think proactively. Avoid breakdowns (P.M.P.)
2. Practice back-up modes and procedures
3. When equipment goes down, immediately switch to back-up mode. Goal is no downtime
4. During or after back-up mode, analyze how to improve your reaction to quality and ability to keep scheduled production, and implement ideas for next practice run or real emergency

**F. IDENTIFY BOTTLENECKS - PROBLEM SOLVING: To improve uptime.**

1. Identify any bottlenecks regarding through-put in your area of responsibility
2. Check if actions taken by team leader are adequate
3. Evaluate through problem solving why the bottleneck occurred
4. Evaluate all possible preventive actions needed in the area
5. Think proactively in order to avoid bottlenecks in through put

**IV. COST: CONTINUALLY LOOK FOR WASTE AND ELIMINATE IT.**

**AREAS OF RESPONSIBILITY:**

**A. INDIRECT MATERIALS, SCRAP, TOOLS, SAFETY EQUIPMENT, OFFICE SUPPLIES, ENERGY, RAW MATERIALS, SPARE PARTS, ETC: Understand and control items like these which increase the profit per vehicle we produce.**

1. Set goals for your area based upon plant objectives
2. Track progress visually
3. Look for and initiate continuous improvement
4. React to and correct abnormal situations

5. Report progress monthly at plant meeting
6. Encourage team members and leaders to participate in suggestion program
7. Establish and work within your area budget

**B. CONTINUOUS IMPROVEMENT INITIATIVE: Be aware that small savings pay-off.**

1. Set a goal for participation or number of improvements per team member
2. Track progress visually. Provide motivation and encouragement when needed
3. Coordinate improvements between and across teams
4. Focus continuous improvement initiatives on special themes when needed
5. Direct improvements toward the elimination of waste in quality, scrap, uptime, stock reduction, energy, safety, equipment, material, space savings, process efficiency, etc.
6. Encourage team leaders and members to look for improvements within the team
7. Encourage continuous improvement activities that team members and leaders can do and implement themselves

**C. MANPOWER: Becoming more efficient is critical to reducing cost and improving competitiveness.**

1. Know efficiency manpower target for area of responsibility
2. Set internal manpower target for area
3. Initiate process and productivity improvements that will increase efficiency
4. Maximize value added cycle time on each operation

**V) HUMAN RESOURCES: PROVIDE ENVIRONMENT, WHICH STIMULATES TEAM MEMBERS INVOLVEMENT AND PERSONAL GROWTH.**

**AREAS OF RESPONSIBILITY:**

**A. MAINTAIN COMMUNICATIONS: To enhance a two-way communication process within the area.**

1. Solicit input from team members
2. Communicate relevant information obtained from management during the daily area meetings
3. Keep management informed on problems or concerns
4. Communicate goals/objectives for the area and explain how they support the plant goals
5. Maintain logbook for group leader of the other shift
6. Communicate defects to other areas (feedback on quality, safety, etc.)
7. Check if all information on team boards is up-to-date
8. Maintain high morale and team spirit through continuous coaching and communication

9. Keep open dialogue with union

**B. SUGGESTIONS: Encourage and solicit small suggestions that the team members can do on their own.**

1. Set targets regarding the number of suggestions and participation
2. Visualize the participation and results of the suggestions in the area
3. Provide help to team members in writing suggestions to make the team member's idea successful
4. Respond immediately to all suggestions in your area of responsibility
5. Keep team members informed on the status of the suggestions
6. Ensure the necessary resources are available in order to let the team members implement the approved suggestions immediately

**C. TRAINING: To enable personal growth by organizing training for all team members.**

1. Make sure the team members are trained by the team leaders (using Job Instruction Training-method) to become multi-skilled workers according to the flexibility charts
2. Check if all flexibility charts in the group are up-to-date
3. Develop a training plan for every operation in their area of responsibility and implement it
4. Make sure that all new team members in their area of responsibility are properly and safely trained
5. Manage the training schedule within their area of responsibility
6. Develop training plans for new hires and transfers, new models, Engineering changes and repeated defects

**D. ATTENDANCE: To create an environment where attendance is seen as essential for good performance.**

1. Cover all absenteeism whenever needed in group, department or plant
2. Take corrective action if attendance is not up to standard
3. Post attendance charts for each team member on team boards
4. Check if working hours are respected (start and end time)
5. Schedule & approve vacation days and excused unpaid days per schedules
6. Recognize presenteeism accomplishments of your area

**E. PERFORMANCE SUPPORT: To create a positive and constructive climate by coaching and supporting the team members.**

1. Coach performance of team members and team leaders
2. Eliminate problem operations and bottlenecks
3. Provide regular feedback on performance issues (good performance and opportunities for improvement)

4. Prepare and conduct the yearly performance evaluation of the team members as per the guidelines issued by Human Resource
5. Take corrective action if performance is not up to standard
6. Inform the Union regarding performance issues
7. Develop your team members (become team leader or group leader)

**F. TEAM MEETINGS: To enhance a two-way communication process within the area.**

1. Give input to the team leaders for the agenda of the team meetings
2. Check if the team meetings are organized and conducted well
3. Discuss the outcome of the meetings with the team leaders
4. Take necessary action on topics covered during the meeting
5. Attend meetings and coach the team leader in conducting meetings
6. Organize and facilitate area meetings if required
7. Ensure that team meetings are organized during unscheduled downtime

**G. JOB ROTATION: To create flexibility and personal growth by organizing job rotation.**

1. Create an environment that encourages training
2. Make sure flexibility charts are kept up-to-date

**Selection of Team Leader**

- Basic criteria will be utilized for the selection of team leaders. To fill openings, team leader applicants will be selected from valid 63-A-1 applicants in seniority order from those employees who have successfully passed the selection process. If no 63-A-1 applications are on file, 63-A-2 applicants will be selected from those employees who have successfully passed the selection process. Once selected, team leaders will receive the appropriate training based upon the needs analysis information.
- Interested applicants will be assessed using a comprehensive assessment program. This jointly agreed to assessment is to ensure candidates have the fundamental skills and capabilities to be successful.
- Employees who do not pass the assessment will be provided needs analysis feedback from the assessment process. Such employees will be encouraged to take their own initiative to obtain the necessary skills and abilities through the utilization of the jointly administered training programs/systems. Once such skills and abilities are obtained, such employees will be able to reapply for the team leader classification.

**De-Selection - Team Leader**

- If team members have concerns about the performance of a team leader, they should first bring their concerns to the group leader. If further discussion is still required, the de-selection process can be implemented.
- Team members may initiate this process by submitting in writing a petition, signed by at least 60% of the team members, which sets forth specific allegations regarding the area in which the Leader is deficient. This petition will then be submitted to the Department Joint Evaluation Committee. This committee will consist of two members of Management: Two members of the Union: QN Representative and union representative. This committee will be responsible for developing an appropriate action plan to address the cited performance deficiencies and to initiate appropriate corrective measures. The Area Management may also initiate this process by identifying in writing the specific deficiencies and submitting the petition to the Department Joint Evaluation Committee.
- After 30 working days from the completion of the action plan, the Department Joint Evaluation Committee will submit a recommendation to the Area Quality Council who will review for final determination.
- Once the Quality Council has determined that a team leader should be de-selected, that individual cannot be considered for a second TL assignment until all of the following conditions are met:
  1. The TL has completed the training plan that has been prescribed. This training is to be completed on the individual's own time. The training plan is based upon the deficiencies that led to the de-selection decision.
  2. Successful completion of a joint TL assessment process.
- If de-selection occurs, the employee will test his/her seniority within the occupational group from which they transfer and fill an available departmental opening or bump the low seniority.

### **Job Rotation**

All teams will participate in job rotation. Teams will establish the frequency of rotation at designated time intervals from 2 hours to daily. The only exception to rotation would be in those special rare situations where it is counter-productive to rotate jobs as determined by Management or the Area Quality Council.

### **Continuous Improvement Shops**

In accordance with the Global Manufacturing Systems Guide, production team members will have the ability to develop and build assist/line side devices, which they are capable

of building in a safe manner. The purpose of these devices is for organizing and modifying workstations as part of the initiative of team ownership and continuous improvement. Training of team members will be provided where appropriate. Skilled trades team members will be assigned to work with Production team members to perform elements of this work where specialized skills are required.

## **Team Meetings**

It is understood that each team will address issues directly related to the business of the team. When unexpected circumstances arise that are outside of these guidelines, teams are expected to seek solutions to meet the needs of the people and business. In addition, all team actions must be in compliance with the provisions of the Local and National Agreements. Accordingly, it is recognized that group leaders are members of their teams and should provide guidance in these areas.

Team meetings must primarily be product/process related. Meetings may be held during regular hours or overtime. Attendance at team meetings is mandatory during regular hours. Attendance during overtime hours will be on a voluntary basis, unless business conditions warrant. The shift shop committee person and management must mutually agree upon meetings required outside of the parameters of Plan A Memorandum of Understanding, in the National Agreement.

Team meetings will be focused on achieving the goals and objectives of the people and the business. Accordingly, items to be discussed during team meetings are to include discussion about responsibilities that directly affect the team's objective of producing a quality and cost-effective product in the safest manner, such as:

- People
- Safety
- Communications
- Quality
- Responsiveness
- Cost
- Standardized Work
- Workplace Organization
- Problem Solving
- Routine Maintenance (PMP)
- Achieving Attendance Expectations
- Data and Record Tracking
- Training
- Team Member Recognition

## **Housekeeping**

Each team member is responsible to keep their team area clean, which includes sweeping, mopping (when not a safety issue), and general cleaning of the Team Room Area and in certain circumstances cleaning of other designated areas.

### **Skilled Trades Teams**

The parties mutually agree to fully support the implementation of skilled trades teams. Skilled Trades employees will be organized into teams by geography, product or technology. These employees will be dedicated to supporting production teams. The parties further agree to study and benchmark skilled teams best practices to ensure implementation of the most effective skilled trades team plan possible. Upon ratification, the parties will actively begin this study.

While many of the roles and responsibilities of the skilled trades team leader are undefined and require further development, the parties agree to the following core functions:

#### **A. PRODUCTION MAINTENANCE PARTNERSHIP (PMP)**

1. Where it is determined as appropriate and innovative, skilled trades teams supporting production teams will be implemented to improve quality and operational efficiency, as well as work together with production team members to implement PMP.

#### **B. PROCESSES SCRAP**

1. Process scrap (Maintenance related) on a frequent basis--minimum of once a day
2. Determine cause
3. Complete scrap tags
4. Utilize problem-solving process for scrap

#### **C. GENERAL RESPONSIBILITIES**

1. Coordinate skilled trades team responsibilities
2. Assist the appropriate group leader servicing the production Teams
3. Assure team concept goals are established, revised and achieved
4. Relay job assignments and instructions to the various trades
5. Assist in scheduling overtime and maintain overtime records
6. Assist in identifying and arranging for training
7. Provide technical support in all areas
8. Communicate and plan with the manufacturing teams
9. Support and implement planned maintenance activities of the team

10. Assist group leader with workflow and coordinating manpower and assignments
11. Update information areas (equipment up-time, planned maintenance activities completed, capable processes, project targets, etc.)
12. Support and promote housekeeping efforts within the skilled trades areas and work sites
13. Assist in organizing and planning projects
14. Help ensure projects are completed on time and at targeted hours
15. Help maintain and improve spare equipment and spare parts storage areas
16. Focus on elimination of excess inventory and standardization of equipment and parts
17. Coordinate GMS workshops with the appropriate personnel
18. Ensure highest quality, lowest cost in purchased parts, supplies and equipment
19. Lead the introduction and use of statistical tools within the trades
20. Focus on manpower and skill utilization

The parties further agree to develop skilled trades team member roles and responsibilities, which fully support the imperatives and enablers of the Delta Township New Product Allocation Memorandum of Understanding.