~Jamestown~

High Performance Work Organization Guidelines

TitanX Integrated System for Improvements towards eXcellence

Building a World Class Organization Utilizing High Performance Work Organization With TISIX Tools and the TRUE Initiative

Foreword

"Global Marketplace" and "Global Economy" are terms commonly and increasingly used to describe the economic playing field TitanX Engine Cooling, Inc. and its competitors must battle for business. This means that everyone in the world is competing for the same business and the same customers. We no longer live in a world dominated economically by the United States. This global economy has totally and completely changed the way everyone must do business and has been devastating to companies unprepared to deal with its challenges - or to take advantage of its opportunities.

We, at TitanX, must confront challenges in the global economy with real solutions and well thought out strategies by committing to growth and finding ways to compete aggressively for business and jobs.

The only option is to compete aggressively in the global market for high skill, competitive wage jobs by improving productivity and continuing our best in class quality. This requires a commitment between labor and management to work together, as partners, to promote and ensure future business and job growth through productivity and process improvements. This commitment requires the participation of every TitanX employee.

This partnership is called the TRUE Initiative and is being modeled after a concept developed by The International Association of Machinists and Aerospace Workers, as well as the TISIX strategies, defined by TitanX. These strategies must be based on Truth, Respect, Understanding, and Education. Honesty and transparency between both parties is critical. HPWO and TISIX are the tools that provide a structure and roadmaps for continuous improvement and we follow the TRUE Initiative to build a world class organization. TRUE is centered on labor and management jointly setting strategies and goals for a new work system that promotes real growth for the Company as well as its Employees. By creating a High Performance Work Organization (HPWO) partnership at TitanX, labor and management will establish a new relationship designed to grow the business, maintain and create jobs, so that both parties can successfully compete in the global economy in which we live.

This booklet is designed to provide every employee a guideline of the information required to establish a shared decision-making strategy at TitanX.

Table of Contents

TISIX

T**itanX **I**ntegrated **S**ystem for **I**mprovements towards **eXcellence

TISIX is our daily improvement and working management system aiming towards world class performance in all our Operations

The Ti10 program supports long term sustainable profitability.

TISIX aims for excellence in terms of cost, quality, delivery and motivation in all our operations.

The TISIX methodology is driven by continuous improvement.

TitanX – Jamestown

Values

Customer focus, respect, leadership, empowerment, professionalism and safety are the values that guide our company's daily operations.

Customer Focus

We create value to our customers by focusing on commercial vehicles, participating in advanced engineering projects, providing best-in-class heat exchangers and integrating them into our customers' products. Additionally, we add value to our customer by being agile and flexible, reacting aggressively to their needs and by continuously improving our operation with focus on quality, cost and delivery.

Respect

We act with respect toward each other and towards the organizations we interact with.

Leadership

Our leaders set objectives and achieve results with their employees and by taking personal accountability. Clear leadership is required to create a strong and effective organization through training and creativity for the continuous improvement of our business. We do this with great team spirit.

Empowerment

We utilize our employees' competencies and continuously develop their professional skills. We provide our employees with the means, information and coaching to aid their everyday decision-making.

Professionalism

With transparency we work with continuous improvement and innovation throughout our site and supply chain, always maintaining a proactive manner and a high sense of urgency while complying with our Code of Ethics. We have strong commitment toward achieving and exceeding our targeted results.

Safety

We focus on keeping a safe work environment for our employees by having a zero accident attitude.

TitanX – Jamestown

Strategy

- We are a dedicated supplier of engine and oil cooling products to the Commercial Vehicle (CV) industry with special attention to the HD-segments. We utilize our existing technologies to supply the Power Generation Industry (PGI) with engine cooling solutions.

- Engine and oil cooling are key strategic components in CV's and PGI. We are offering our customers superior technical and commercial solutions to strengthen the performance of our customers' products. We work closely with our customers to develop future engine and oil cooling technologies.

- We grow selectively with a strong focus on being a global partner to our key customers. This requires geographical expansion of our operations.

- We will always reach a net positive inflation balance which requires us to constantly work with change to improve and have a strong focus on continuous total cost reductions.

- We will constantly develop our leadership quality and employee satisfaction to secure our Execution towards World Class. Quality is number one in what we do and what we deliver.

- We will always keep a low fixed cost and adapt it in the low cycles of the markets.

TitanX– Jamestown

Operating Policy on Environmental Health and Safety at Work

- Work to Prevent Accidents
- Work to Prevent Pollution
- Follow all EHS Rules and Regulations
- Work to Improve our EHS System

TitanX is committed to maintain an environmentally safe and healthy workplace for all employees and the community. We express our intentions in our EHS Policies (see full versions posted). The employees at TitanX have been working together for many years to ensure that their workplace is safe, healthy, and environmentally friendly.

TitanX has established controls and processes to ensure this EHS culture. An example of our commitment to EHS is our ISO 14001 and OHSAS 18001 certification. Additionally, a Joint Labor-Management Safety Committee (JSC) was established in 1980 to oversee opportunities and issues alike. This committee meets weekly to monitor and maintain our standards.

The Joint Safety Committee meets with the Management Team monthly to secure resources, make decisions, and remove roadblocks. The JSC is autonomous and functions every day to guide and support frontline operators and supervisors. EHS is a culture and mindset that must be integrated into the workplace. Strict compliance of the industry, governmental, and site specific standards through the use of internal and external audits is integral to being world class.

Involvement of Personnel (IP), Total Quality (TQ), and TitanX Production Systems (TiPS) cores have roadmaps specific to EHS and its management. A good example is the use of QRAP (Quick Response Action Plan) boards in Production. These are problem solving boards for Operators, Team Leaders, and Supervisors alike to document, contain, complete root cause analysis, and implement permanent corrective actions for these issues. These boards are monitored regularly and the involvement of all departments is tracked. The attachment, "QRQC Applied to EHS" shows how support is brought to the Line level as needed.

The joint EHS efforts outlined above have resulted in a dramatic reduction in the safety hazards / risks and environmental impacts at the TitanX Jamestown site.

Link: QRQC Applied to EHS - ENV-4.4.7-01-8.doc

TitanX– Jamestown

Quality Statement

We at TitanX are committed to our customers and to provide them with high quality products; we always strive to eXceed our customers' eXpectations. We keep this commitment through our total quality process which follows our product's entire life cycle, from the design phase all the way to the end user. Total quality for us is to meet our customers' expectations and we achieve this by launching new products on time, with zero defects and with an excellent service rate.

TitanX strictly adheres with international standards and is certified for ISO/TS 16949, ISO 14001 and OHSAS 18001.

Everyone working for TitanX has a joint responsibility to follow this policy and be a part in our work to improve:

- our Quality
- our Lead Time
- our Processes
- our Use of Resources

The base to apply this policy is the rigorous application of the TISIX – our culture for continuous improvements that guides us to sustaining our world class standards and improving them on a daily basis.

TitanX – Jamestown

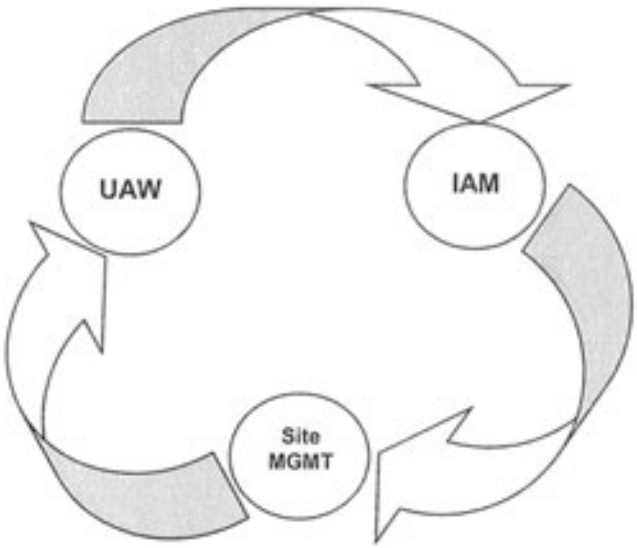
Operating Policy – Quality

TitanX is dedicated to exceeding the expectations of our customers, both inside and outside of the company.

Quick Response Quality Control (QRQC)

The QRQC methodology is an important TitanX tool to identify and systematically resolve issues that arise. QRQC methods are used at the Line level, APU, Plant, and in all Department levels within TitanX to find, correct, and prevent the root cause of the problem. QRQC uses Stop at First Defect, Plan, Do, Check, Act, and Lessons Learned Cards as the main tools to solve and correct problems, and then to put in place preventative measures to ensure the problem does not happen again in the future.

The Partnership at TitanX – Jamestown



TRUE INITIATIVE

TRUST, RESPECT, UNDERSTANDING, AND EDUCATION

The IAM, UAW and TitanX Engine Cooling Management team at the Jamestown Plant have worked together to form a partnership between the 3 entities. The partnership agreement details the background and information required to fully understand the thought and intent behind this agreement.

The Partnership is ultimately based on four pillars:

Trust
Respect
Understanding
Education

These are the pillars required to build a world class organization that has the power and strength to endure for years to come.

High Performance Partnership Agreement
The TRUE Initiative

The IAMAW LL 2105, UAW LL 2231, and TitanX Engine Cooling Inc. are committed to jointly create a mutually beneficial work environment through a culture of Trust, Respect, Understanding, and Education (The TRUE initiative).

This partnership will include these key components consistent with the existing philosophy of IAM-HPWO and TitanX TISIX standards:

- Shared decision making as outlined in the Roles and Responsibilities structure
- Development of continuous learning and skill building – Involvement of Personnel
- Continuous integration of leading edge technology – Constant Innovation
- Co-determined definitions of Quality Goals – Total Quality
- Ongoing joint determination of the cost and Continuous Improvement in Production – Purchasing Excellence and TitanX Production Systems
- Dedicated individuals/Good labor relations – Involvement of Personnel
- Jointly developed strategic business plan – Business Management

This partnership will drive the establishment and attainment of our short term and long term goals. The execution of these key performance indicators will be mutually beneficial to all stakeholders in the company: the owners, employees, customers, suppliers, unions, and the communities in which we function. The overall target of this partnership is to foster the continued journey of TitanX to strive for eXcellence and eXceed eXpectations. These improved relations and results will lead to increases in the sites level of quality, productivity, participation, and flexibility, which will in turn reduce the cycle times, and improve the financial performance of TitanX Engine Cooling Inc. Ultimately, improved profitability, long term employment security, and job satisfaction for all employees will come to fruition.

The TRUE initiative must be followed by all parties involved for us to realize the benefits! Top down Management and bottom up resistance must be replaced with a TRUE relationship/partnership if we expect real culture change in Jamestown. It is understood that nothing in this agreement alters or supersedes any provisions of the current Collective Bargaining Agreement. By entering into this Partnership the parties fully expect it to be mutually beneficial for the improvement of our site performance, the relationship between the parties, and the community at large.

Our Partnering Philosophy

We believe everyone wants to be in a partnership where all employees are empowered to be successful and are accountable for their actions. By creating an atmosphere of mutual trust and respect, through understanding, education, open communications, transparency and problem resolution by consensus, we will achieve our goals of quality, productivity and employment security.

Guiding Principles

These principles must be respected by both parties entering into this agreement:

- We will use our partnering philosophy as the process to identify and resolve issues.
- We will work together with mutual respect and trust. There will be no surprises.
- We will openly share all relevant information, ideas, concerns, and feelings. No withholding.
- We will use this process to reach agreement within established fences (i.e., contract, company policies, budget, etc.), and honor those agreements at all levels.
- People will keep ownership of the issue until resolution is reached. They may call in resources to assist in the process.
- We will commit the time, resources, and energy necessary to make this process work.
- We will base our decisions for the long term well-being of all parties affected by those decisions.

HPWO Partnership Structure

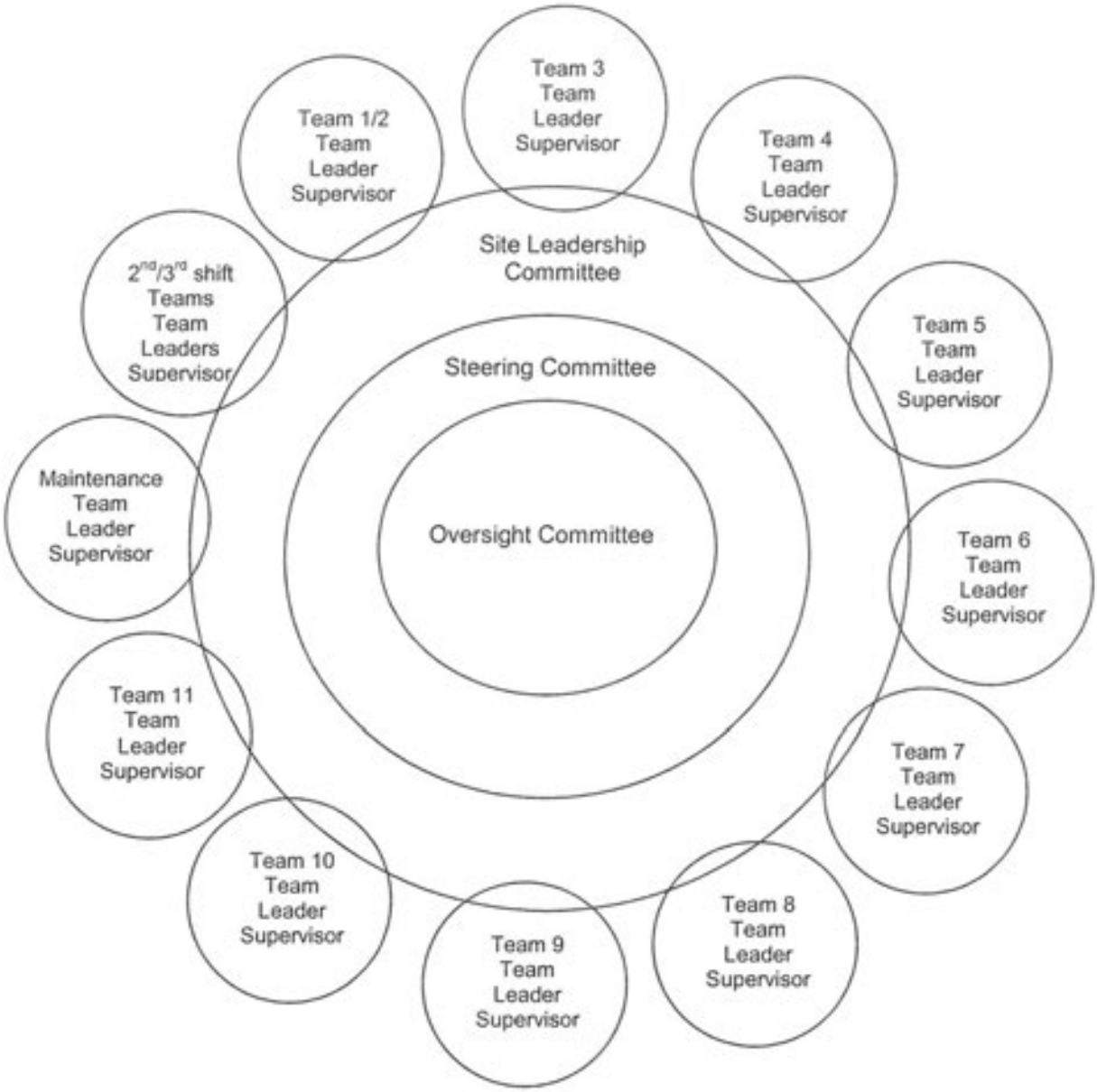
Introduction

The TitanX site at Jamestown is based on the foundation of shared decision-making at all levels of the organization. In a partnership, all employees understand how labor and management jointly make critical decisions at the appropriate level of the organization. Employees are familiar with the roles and responsibilities of all work groups. They know the fences within which decisions are made and understand the key workplace metrics which must be met.

The diagram displays the HPWO Partnership structure used at TitanX Jamestown.

OC = Oversight Committee
SC = Steering Committee
SLC = Site Leadership Committee
NWG = Natural Work Groups
SG = Support Groups

HPWO – TRUE Initiative Structure



Support Groups

Design Engineering	Human Resources
Finance	Information Systems
Maintenance	Process Engineering
Quality	Sample Shop
Sales	Supply Chain
Test Lab	TiPS
Purchasing	Projects

Oversight Committee

- **Members**
  - IAM District Representative
  - UAW District Representative
  - TitanX VP Operations NA
  - IAM-HPWO Director
  - HR Director
    - Meeting Frequency: Quarterly
- **Roles and Responsibilities**
  - Review KPI's (Key Performance Indicators) to determine HPWO effectiveness
  - Review Steering Committee report to monitor projects
  - Support changes and eliminate roadblocks
  - Review HPWO guideline changes
  - Develop long term strategy for HPWO
  - Review growth strategies
  - Communicate to SC decisions and performance review

Steering Committee

- **Members:**
  - IAM Local President
  - IAM Local Vice President
  - UAW Local President
  - UAW Local Vice President
  - TitanX Plant Director
  - TitanX HR Director
  - TitanX TiPS Manager
    - Meeting Frequency: Monthly
- **Roles and Responsibilities**
  - Set KPI targets
  - Determine and schedule training needs for NWG and SLC
  - Review and communicate KPI attainment
  - Review policies and any proposed changes
  - Review effectiveness of NWG and SLC and provide direction
    - Provide OJT to improve effectiveness
  - Review SLC and NWG issues
  - Review SLC and NWG improvements
  - Roadblock removal for SLC and NWG

Site Leadership Committee

- **Members**
  - IAM Committee
  - UAW Committee
  - Production Management Staff
  - TitanX Supervisors
  - Team Leaders
    - Meeting Frequency: Bi-Monthly
- **Roles and Responsibilities**
  - Review and communicate Key Performance Indicators (KPI) results
  - Review issues from NWG's
  - Review improvements from NWG's
  - Roadblock removal for NWG's
  - Provide direction for NWG's
    - KPI's
    - Projects
    - Resources
  - Tracking of action items and pilots

Natural Work Groups (NWG)

- **Members**
  - Supervisors
  - Team Leaders
    - Team members
  - IAM/UAW Stewards or Committeemen
    - Meeting Frequency: Daily
- **Roles and Responsibilities**
  - Ownership of line QRAP Boards (Quick Response Action Plan)
  - Ownership of IP's (Improvement Proposals)
  - Ownership of 5S
  - Ownership of reporting (OEE, Quality, Safety, etc.)
  - Ownership of crossover meetings and follow-up
  - Ownership of target attainment
  - Ownership of Scrap reduction
  - Ownership of Continuous Improvement
  - Ownership of Environmental, Health & Safety - Risk Reduction and Results

POSITION TITLE: Team Leader (In addition to regular Production Operator duties)

FUNCTION: Production

REPORTS TO: Shift Supervisor

POSITIONS SUPERVISED: None

POSITION SUMMARY: Will report to supervisor fifteen minutes prior to start of the shift and work fifteen minutes over the end of the shift. Supports change in Manufacturing Operations. The Team Leader will spend the majority of their time running production as an operator and will be managed by their Shift Supervisor. The Team Leader will make or facilitate progress and improvements in the Team Area related to Kaizen, working conditions (ergonomics, 5S, Safety), Quality, Productivity, TiPS tools and improvement proposal implementation. They will run the daily five minute meeting. Review the production plan, targets and QRQC issues with the supervisor daily; report any setup or material concerns back to the supervisor. Collect daily production results and post on line board.

POSITION TERM: The Team Leader position is for a one (1) year term. The employee must remain as an operator in the team area in order to maintain the role of the Team Leader. The candidate must meet the Minimum Qualifications as outlined below. In addition they must volunteer as a candidate to be elected as a Team Leader. The potential candidate will be validated as a potential candidate by the APU Manager and Human Resources. The successful candidate must win an election as voted on by the operators of the specific team.

POSITION DUTIES (in descending order of importance and/or time required):

1. Line QRQC is respected and working. Support the Team on issues and document them per our standard on the QRAP board. Conduct the investigations in accordance with the Supervisor.
2. To make or facilitate progress and improvements in the Team Area related to Kaizen, working conditions (ergonomics, 5S, Safety), Quality, Productivity, TiPS tools and improvement proposal implementation.
3. To run the Team daily five minute meeting.
4. Record work cell data: Quantity produced good and quantity produced bad, Scrap on the Line Board tracking sheet for the day, week, and month. Transfer that data to the APU QRQC.
5. Overall ownership of the Line QRQC area: red boxes, line boards and archiving, parts tagging and corresponding line on the QRAP board, motivating Team Members to use the board and coaching them in the process.
6. Identify needs for operator flexibility training and assist with training (example: SPC).
7. Ensure operators are aware of the safety rules in the area.
8. Work with the Shift Supervisor to identify ways to achieve production targets and identify potential adjustments to production schedules to yield improved results.
9. Work together with the Supervisor to make sure that the worker certification program is being followed and maintained.
10. Support and follow up on team activities.

Support Groups (SGs)

- **Members**
  - Design Engineering
  - Process Engineering
  - Quality
  - Supply Chain
  - Maintenance
  - Human Resources
  - Finance
  - Information Systems
  - Sample Shop
  - TiPS
  - Sales
  - Test Lab
  - Purchasing
  - Projects
    - Frequency: when needed
- **Roles and Responsibilities**
  - Regular attendance at Line QRAP boards
  - Closure of responsible line QRQC's
  - Root cause analysis
  - Permanent counter measures
  - Overall support of NWG's for issues and IP's (Improvement Proposals)

TitanX - Jamestown

Employee Continuous Improvement Committee (ECIC)

The TitanX (TiPS) Continuous Improvement Group (Employee Continuous Improvement Committee - ECIC) is made up of staff that utilizes improvement frameworks like QRQC, Six Sigma, Lean and Process Reliability Initiatives (TPM – Total Productive Maintenance) in order to continuously improve site performance and achieve business objectives. We strive for systematic management of changes, where any potential safety hazards are identified and controlled, and improvements are standardized.

As a vital part of the TitanX Continuous Improvement Process, the Natural Work Groups play a major role in determining areas where improvement is needed, developing corrective actions, and implementing improvements throughout the facility. These improvements include the areas of safety, quality, production, costs and customer satisfaction.

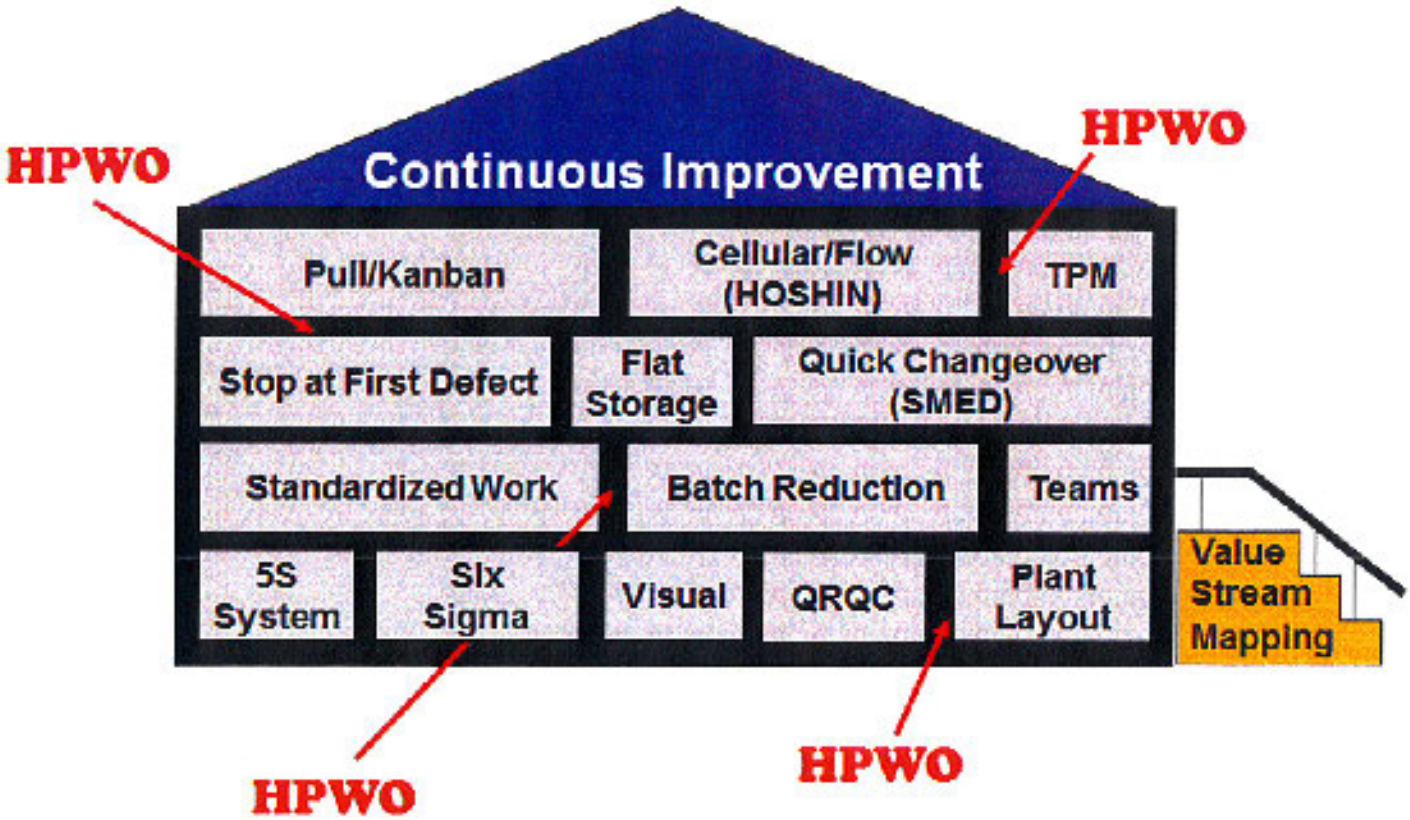
Goals

Overall culture
Morale
Mindset
Output
5S
Ownership
Develop Team Format
Support Supervisor
Improve Overall Competitiveness

The Employees Tool Kit

In an HPWO Partnership, Labor and Management leaders agree to the tools which are in the employees' tool kits. Once the tool kit is defined, the employees select those tools which are needed in order for them to complete their work. The HPWO partnership then is the mortar between the bricks which defines the tools used to build a culture of continuous improvement.

House of Tools



The following describe some of the key elements which are included in the employees' tool kit:

Value Stream Mapping
5S
Hoshin
Single Minute Exchange of DIE
TPM
Kanban

Value Stream Mapping

A value stream is all the actions (Value Added, Non-Value Added and Necessary Non-Value added) currently required to bring a product through the main flows essential to every product:

1. The production flow from raw material to the customer.
2. The design flow from concept to launch.
3. The information flow from customer order through the value chain to shipping.

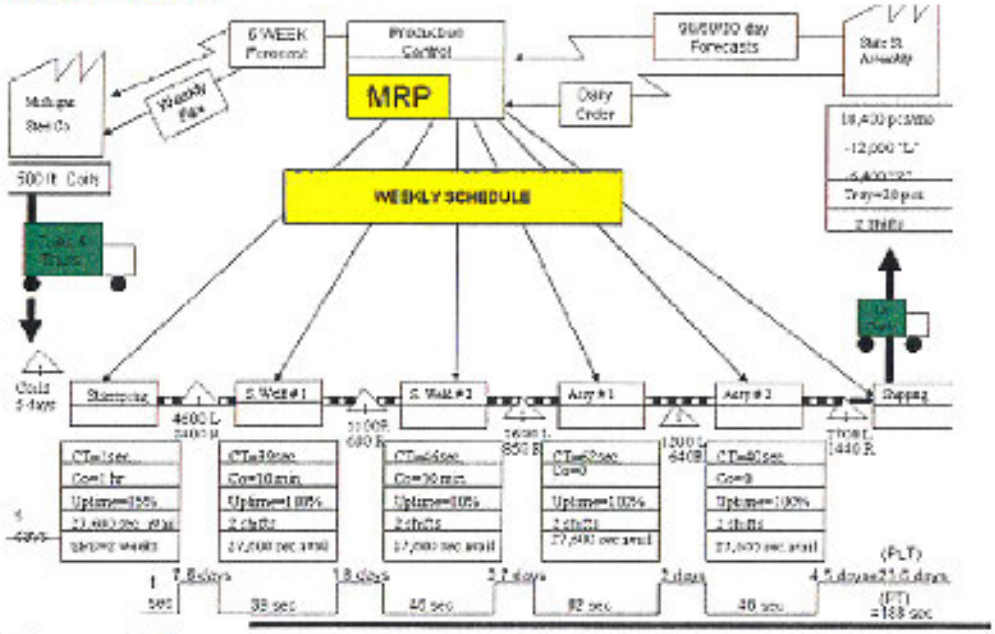
The mapping is to work on the big picture and improving the whole value chain, from Supplier to Customer. It will give you a "snap-shot" of how it looks today and also gives you the possibility to create a Future state (a vision) of how the whole value chain will be improved, not just a single process step.

The different steps of the Value Stream Analysis are:

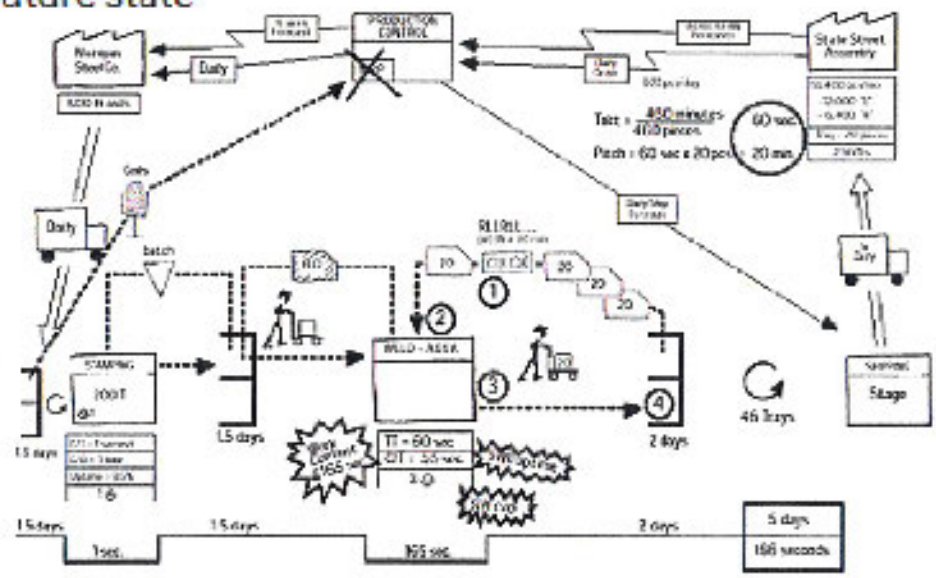
- Choose a value chain/product family.
- Follow the physical flow - no data collection
- Follow the physical flow again, and gather data (physical & information).
- Draw up current status.
- Identify Muda and solutions, create a flow.
- Draw future state.
- Create a plan.
- Make improvements.
- Audit the plan.
- Repeat every 6/12 months.

Value Stream Analysis

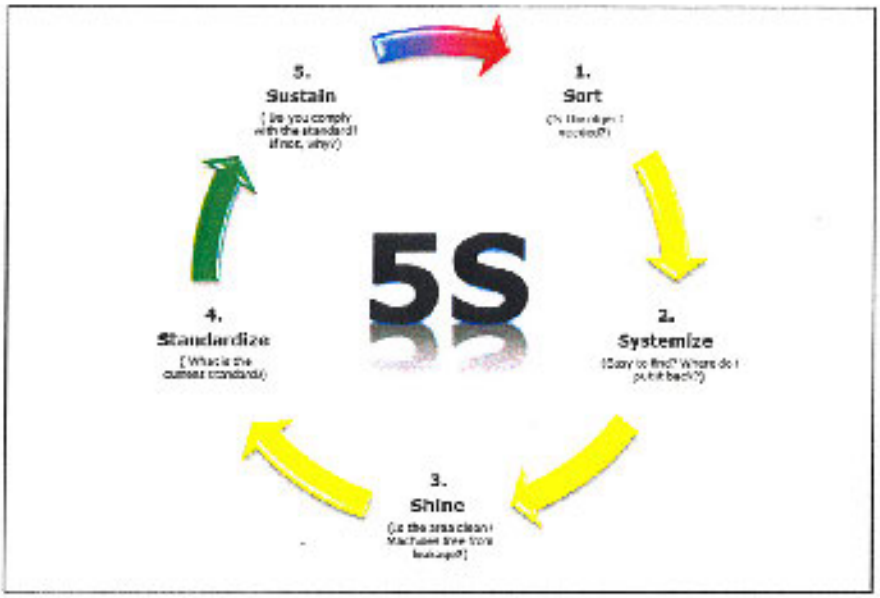
Current state



Future state



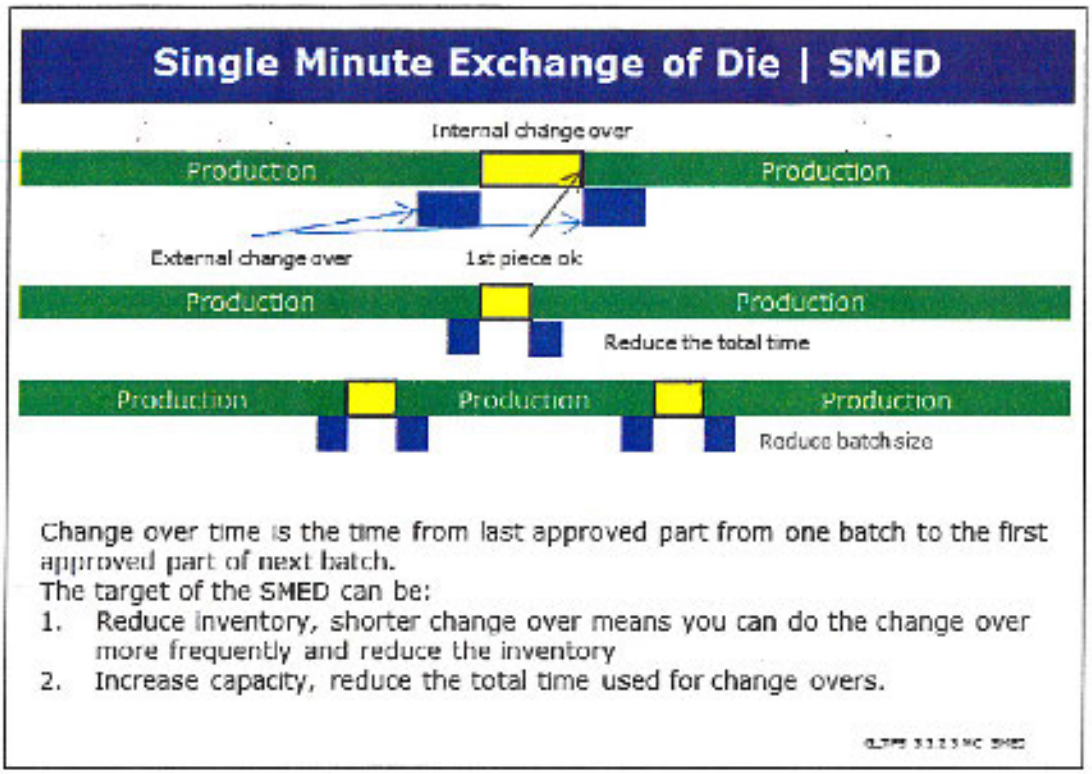
G_TIPS 3.2. L 3 MC VSA_eng



Hoshin

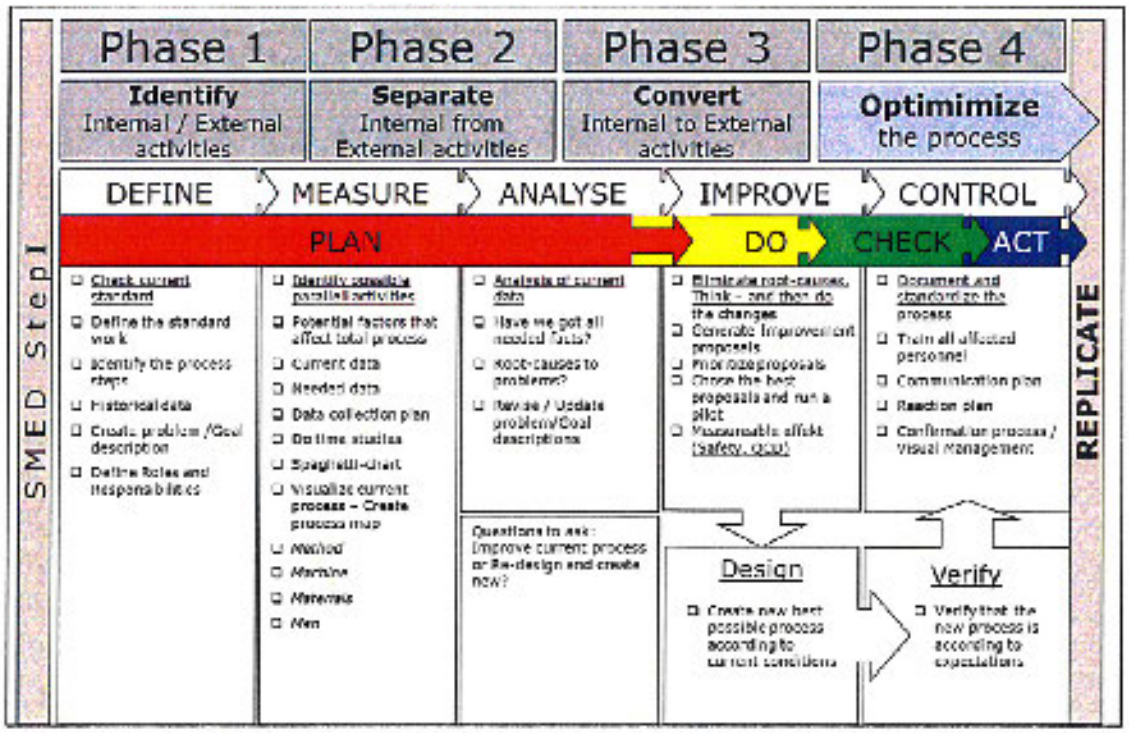
Eliminate waste and replace it by added value work, by producing one good piece at a time.

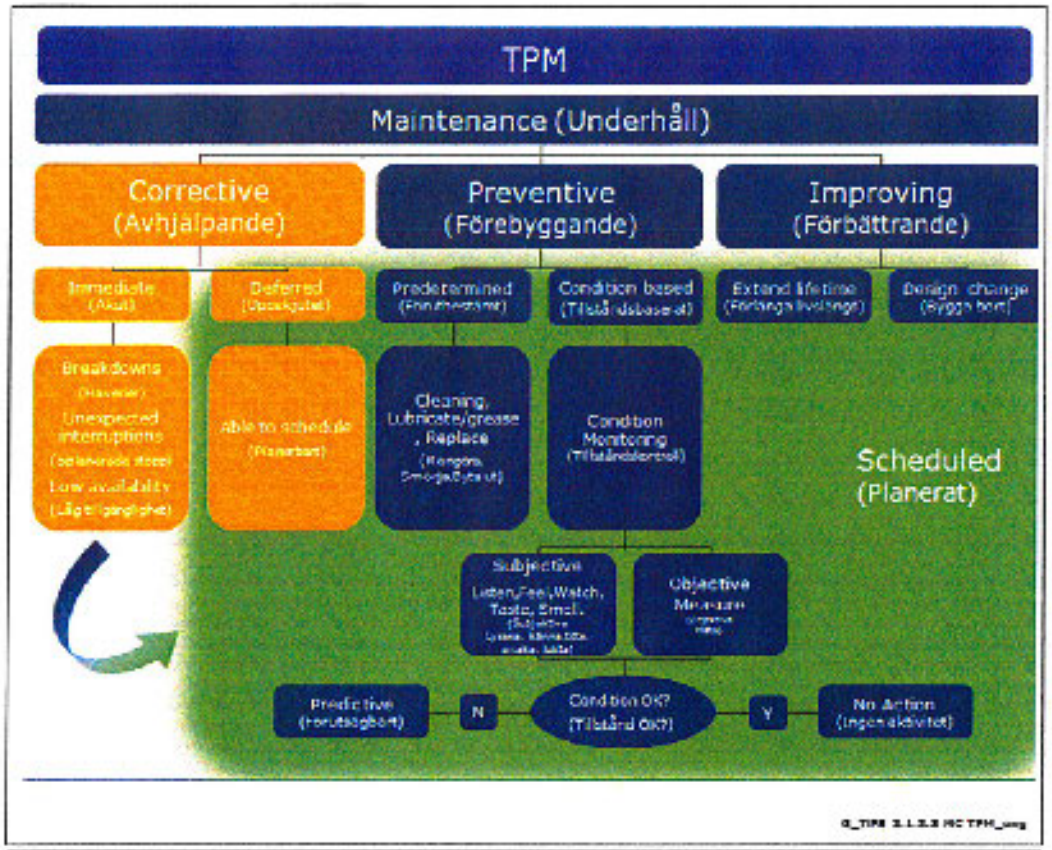
1. State the improvement objective (productivity, surface...).
2. Map the process and look for waste while producing.
3. Measure total manufacturing time.
4. Measure target manufacturing time hiding identified waste.
5. Eliminate waste.
6. Balance workstations with operators (work balance table).
7. Write standard work instructions with operators.
8. Check Poka Yoke and review FMEA.
9. Calculate Takt.
10. Adapt Workforce.

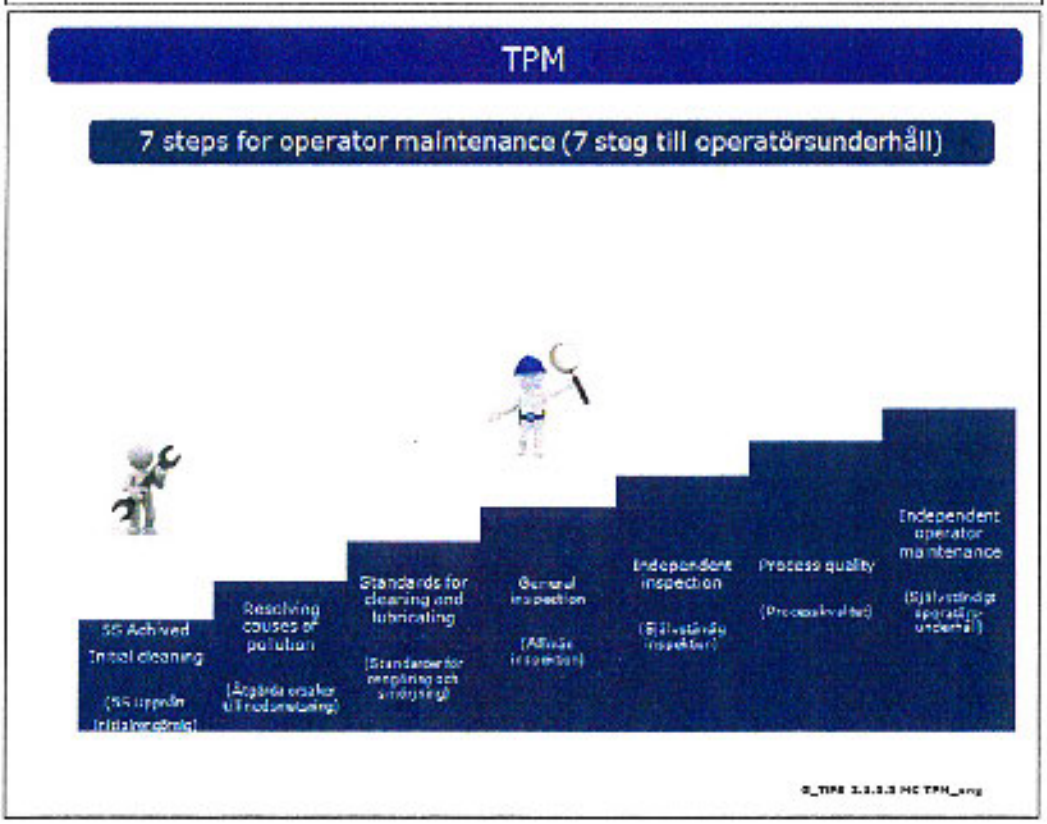


Change over time is the time from last approved part from one batch to the first approved part of next batch.
The target of the SMED can be:

1. Reduce inventory, shorter change over means you can do the change over more frequently and reduce the inventory
2. Increase capacity, reduce the total time used for change overs.




TPM
Maintenance (Underhåll)
Corrective (Avhjälpande)
Preventive (Förebyggande)
Improving (Förbättrande)
Immediate (Akut)
Deferred (Uppskjutet)
Predetermined (Förutbestämt)
Condition based (Tillståndsbaserat)
Extend lifetime (Förlängd livslängd)
Design change (Bygga om)
Breakdowns
Unexpected interruptions
Able to schedule (Planerbart)
Cleaning, Lubricate/grease , Replace
Condition Monitoring (Tillståndskontroll)
Scheduled (Planerat)
Subjective
Objective
Predictive (Förutsägbart)
N
Condition OK? (Tillstånd OK?)
Y
No action (Ingen aktivitet)


TPM
7 steps for operator maintenance (7 steg till operatörsunderhåll)
5S Achived
Initial cleaning
Resolving causes of pollution
(Åtgärda orsaker till nedsmutsning)
Standards for cleaning and lubricating
(Standarder för rengöring och smörjning)
General inspection
(Allmän inspektion)
Independent inspection
(Självständig inspektion)
Process quality
(Processkvalitet)
Independent operator maintenance
(Självständigt operatörsunderhåll)

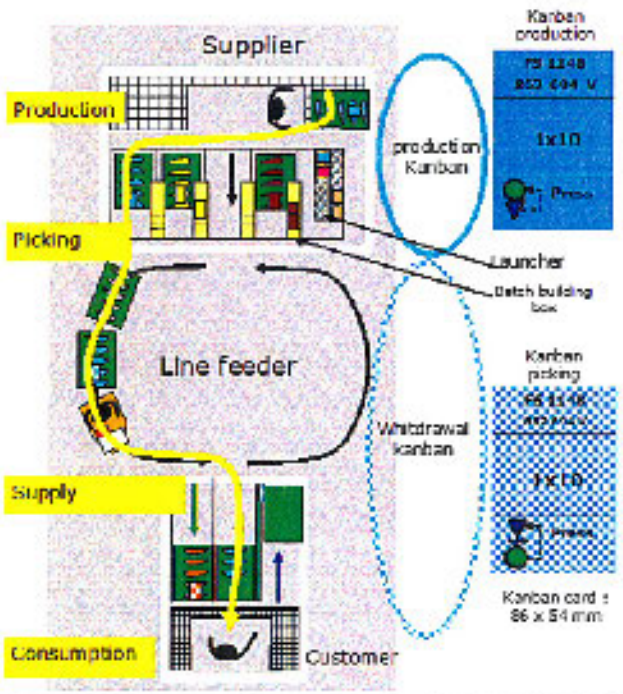
Kanban

Allow the customer to directly give a new manufacturing order to get control of the storage.

1. Control the preliminary need:
   - Production is leveled with Heijunka.
   - The leveled stock handles the variations from the customer.
   - The process is stable: variation lower than 20 %.
   - Completed parts in small boxes.
   - A train delivers the parts continuously.
   - Production equipment has spare capacity.
2. Gather data.
3. Calculate the loop.
4. Control the result and find the space.
   - Order size can be adjusted.
   - The process can get more stable.
5. Storage at end of each line.
6. Make kanban cards, batch building box etc.
7. Train operators, logistic, supervisors.
8. Write instructions.
9. Implement launcher and batch building boxes.
10. Prepare the start:
    - Place kanban card in each box/trolley in the storage.
    - Place cards in batch building box
    - Place remaining cards in the launcher.
11. Consume old overstock if there is any.
12. Follow up, make sure its stable.
13. Check the calculation at least every month.

Characteristics for a kanban system

- 3 actors: customer, line feeder, supplier
- Physical flow: route for parts
- 4 activities: consumption, supply, picking and production
- 2 information loops: picking loop and production loop



Site Scorecard

The leaders at TitanX have agreed to create a site-wide scorecard to track the performance of the site. Maintaining this site-wide scorecard and distributing it throughout the facility helps employees understand how their workplace is performing. The site scorecard assures that common performance measures are used consistently across the workplace. It tracks the site's performance and illustrates vividly where opportunities for improvement exist. All groups track the progress of their area in achieving the measures identified on the scorecard. The SGs support the employees they work with in meeting the goals defined on the scorecard.

Our standard method reports these scores in 4 indicators: Q, C, D and M. These stand for Quality, Cost, Delivery, and Management/Motivation (Safety). A scorecard of this type is tracked at the Team Line Level, the APU level, and the Site level. The continual reporting and tracking of these 4 main indicators will show our results and this is how our performance will be judged.

Decision-Making Matrix

Introduction

When labor and management agree to make shared decisions at the appropriate level of the workplace, they need a clear guide as to what critical business decisions they will share. This guide is a decision-making matrix. The matrix defines the topics of shared decision-making, identifies the tasks which lead to that decision, how that decision is made, and on what level of the organization the appropriate group decides on a path going forward.

The partners determine whether that decision is:

- Type 1 – Unilateral – a decision made by either labor or management without consultation and input from the other side
- Type 2 – Consultative - a decision in which each group provides input but the final decision is made by either labor or management
- Type 3 – Consensus – a decision in which the group reaches consensus on the issue at hand

All decisions are supported by the group and are the best decisions they can make at that time. The following definitions are used in the Partnership at the TitanX Jamestown site:

- Corporate - refers to the management personnel above the plant level
- Management - refers to those salaried employees at or above frontline leaders
- Union leadership - refers to those who are elected to a position at or above the steward level
- Non- supervisory salaried employees - those who are not covered by the Collective Bargaining Agreement (CBA)
- Union or hourly employees - those covered by the CBA

Further details regarding the decision-making responsibilities agreed upon by the partners are contained in the charts on the next several pages.

Environmental, Health and Safety Management

Definition: The Partners jointly develop procedures to protect employees from accidents, injuries, and illness while enhancing their well-being and protecting the environment.

TASKS/DECISIONS ASSOCIATED WITH THE KEY BUSINESS DECISION	RESPONSIBLE DECISION MAKER CHARGED WITH THE TASK/DECISION TO BE MADE	FENCES/ BOUNDARIES AROUND THE TASK/DECISION	HPWO
Group Defined EHS Policies	Group	Regulations/Laws ISO 14001 OHSAS 18001	1
Know, understand and communicate regulations, hazards and environmental aspects applicable to EHS	EHS SLCs NWGs Safety Committee	Access to Information Education & Training	3
Develop EHS procedures, programs and processes to enhance and ensure employee well-being	EHS Safety Committee	OSHA EPA / NYSDEC ISO 14001 OHSAS 18001 Group	2
Implement EHS procedures, processes and programs with defined roles & responsibilities	SLCs NWGs Safety Committee EHS	OSHA EPA / NYSDEC ISO 14001 OHSAS 18001	3
Monitor results, procedures and policies and continuously improve safety and environmental performance	EHS OC SLCs NWGs Safety Committee	OSHA EPA / NYSDEC ISO 14001 OHSAS 18001 Internal Targets	3

Education and Training

Definition: To meet training requirements mandated by Group and Site Management and incorporate continuing education as a priority. The HPWO Partnership develops education and training programs to improve the quality and safety for all employees.

TASKS/DECISIONS ASSOCIATED WITH THE KEY BUSINESS DECISION	RESPONSIBLE DECISION MAKER CHARGED WITH THE TASK/DECISION TO BE MADE	FENCES/ BOUNDARIES AROUND THE TASK/DECISION	HPWO
Training Requirements: Priorities/Sequence	Group Site Management/HR Training Group	ISO 14001 OHSAS 18001 PSM License Requirements Regulatory Availability	1
Training Locations	SC Training Group	Availability Scheduling	1
Supplemental Education Programs	SC Training Group	Availability Scheduling	2

Staffing

Definition: To determine staffing needs and identification of candidates for open hourly positions.

TASKS/DECISIONS ASSOCIATED WITH THE KEY BUSINESS DECISION	RESPONSIBLE DECISION MAKER CHARGED WITH THE TASK/DECISION TO BE MADE	FENCES/ BOUNDARIES AROUND THE TASK/DECISION	HPWO
Partners will provide input to Staffing Levels Up/Down	Management	GROUP Policies	2
Develop Job Description & Requirements	OC SLC NWG	GROUP Policies	3

Quality/Customer Satisfaction

Definition: Continuous improvements are critical for customer satisfaction and safe operation. All employees monitor how the work is done in order to satisfy our customers.

TASKS/DECISIONS ASSOCIATED WITH THE KEY BUSINESS DECISION	RESPONSIBLE DECISION MAKER CHARGED WITH THE TASK/DECISION TO BE MADE	FENCES/ BOUNDARIES AROUND THE TASK/DECISION	HPWO
Customer prioritization Understand the Process	OC	Budget Rules and Regulations	1
Develop Realistic Goals, Procedures and Corrective Actions to Address Customer Complaints	SC SLC NWG	Technology Safety Budget	2
Implement Quality Standards/Improvements	SLC NWG	Time/Space Budget	3
Follow-up Monitor Progress	OC SLC NWG	No Known Fences	3

Process and Product Continuous Improvements

Definition: Employees closest to the work performed will be involved in process and quality improvement and when to use methodologies.

TASKS/DECISIONS ASSOCIATED WITH THE KEY BUSINESS DECISION	RESPONSIBLE DECISION MAKER CHARGED WITH THE TASK/DECISION TO BE MADE	FENCES/ BOUNDARIES AROUND THE TASK/DECISION	HPWO
Come up with and develop ideas/suggestions	NWG SLC SC OC	No Known Fences	3
Approving/declining ideas and/or suggestions	SLC NWG	Regulations Budget Laws or Policy	1,2, or 3
Full implementation of improvement	SLC NWG	No Known Fences	3

Technical Tools

Definition: Provides utilization of appropriate tools, technology and equipment.

TASKS/DECISIONS ASSOCIATED WITH THE KEY BUSINESS DECISION	RESPONSIBLE DECISION MAKER CHARGED WITH THE TASK/DECISION TO BE MADE	FENCES/ BOUNDARIES AROUND THE TASK/DECISION	HPWO
Technical Tools Know/Understand need for	NWG SLC OC	Budget Rules/Regulations Site Restraints	2
Develop Procedures for safe usage Limitations	NWG EHS	Rules/Regulations	2
Amount of training required for specific functions	SLC NWG	Time, Budget Availability of Personnel	3

Communications

Definition: A jointly developed process that shares information and ensures the flow of information throughout the organization.

TASKS/DECISIONS ASSOCIATED WITH THE KEY BUSINESS DECISION	RESPONSIBLE DECISION MAKER CHARGED WITH THE TASK/DECISION TO BE MADE	FENCES/ BOUNDARIES AROUND THE TASK/DECISION	HPWO
What is communicated?	OC	GROUP Policies	2
When/How/Who will it be communicated?	Depending on communication, it could be NWG, SLC, SC, OC	Site Policies	3

Community Relations

Definition: The Partners work together to maintain a Community Relations Program at the TitanX Jamestown Site.

TASKS/DECISIONS ASSOCIATED WITH THE KEY BUSINESS DECISION	RESPONSIBLE DECISION MAKER CHARGED WITH THE TASK/DECISION TO BE MADE	FENCES/ BOUNDARIES AROUND THE TASK/DECISION	HPWO
Identify types of activities	All levels	Funding	2
Designate participants	All levels	Funding	3
Coordinate with local agencies	OC	GROUP Policies	2
Advertise	OC	GROUP Policies Funding	2

Conclusion

Through TISIX, HPWO and the TRUE Initiative, the workplace culture is continually evolving. Employees treat each other with respect and dignity. They openly discuss issues without criticizing each other and look for mutually satisfactory solutions.

This manual provides the guidelines for the employees at the TitanX Jamestown Site. By following the guidelines in this manual, all salaried and hourly employees support and build on the success achieved to date.

In the years ahead, it may be necessary to update or add new information to this manual. When this happens, the Site Steering Committee will take the lead in the revisions. However, all groups should monitor the partnership in order to track the site's performance. This will give employees the opportunity to suggest changes which would improve day-to-day operations.