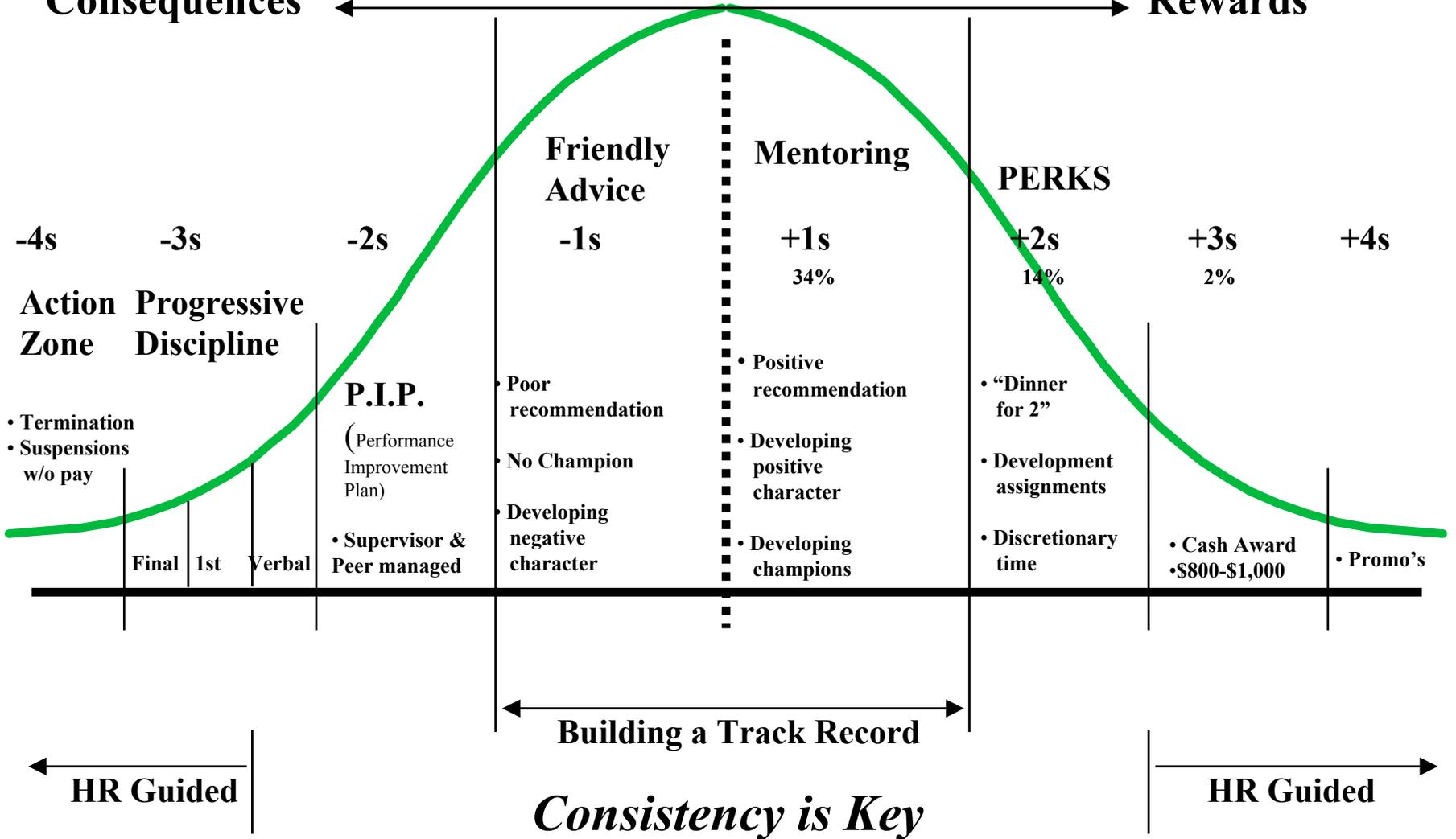


BEHAVIOR ZONES

Consequences

Rewards



-4s

-3s

-2s

Friendly Advice
-1s

Mentoring
+1s
34%

PERKS
+2s
14%

+3s
2%

+4s

Action Progressive Zone Discipline

- Termination
- Suspensions w/o pay

P.I.P.
(Performance Improvement Plan)

- Supervisor & Peer managed

- Poor recommendation
- No Champion
- Developing negative character

- Positive recommendation
- Developing positive character
- Developing champions

- "Dinner for 2"
- Development assignments
- Discretionary time

- Cash Award \$800-\$1,000

- Promo's

Building a Track Record

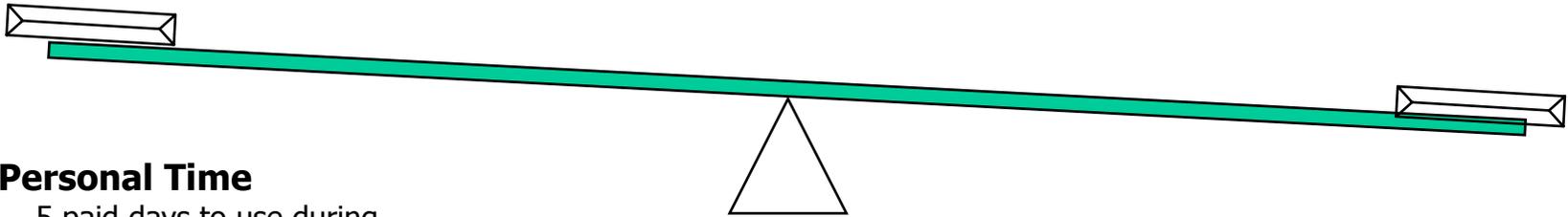
Consistency is Key

HR Guided

HR Guided

<ul style="list-style-type: none"> •Blatant violation lock out/tag out •Individual does not want to train others for work design and continues to refuse after clarification of situation. •Fighting (term) •Sleeping - making a bed (term) •Drunkenness •Grossly negligent misuse of forklift (susp) •Insubordination (refusal to follow reasonable order) •Alcohol on property •A part submitted to layout inspection was indicated as ok to run by all gages. Layout results reflected non-conformance, not all gages were used on job. (falsification, term) •Sexual touching •“Smashing radio” •Gambling •Theft •Falsifying records •Instigating with intent •Weapon on property •Cover-up mistake 	<ul style="list-style-type: none"> •Operator has history of getting cut, after counsel used wrong wrench for fixture clamp, slipped and cut hand on part. •Individual didn’t follow written procedure for double verifying all order-felt his work was above audit requirement. •Insubordination (disrespect) •Intentional use of company property causing damage (first offense) (1) •Misuse of work time - 30 minutes into shift individual found drinking coffee/eating donut while talking with another employee, no work done. (V) •Sleeping--nodding off, inattention •Employee uses all personal time at beginning of year-is in trouble w/ attendance by the 4th quarter. (more aggressive w/ salaried EE's) •Employee is assigned duty, such as toolkitting, and then quits. (final/1st,then insub (susp.) •Individual is not filling out required docs. (quality tickets) after months of demonstrating they can •Person refuses to be assessed for skills, hasn’t completed any basic skills, has been counseled. •Individual placed hazardous (powder) material in regular trash. (first offense) 	<ul style="list-style-type: none"> •Operator not performing P.M. (didn’t do them but said he did) PIP first occurrence. •Entering red barrier tape without permission. •Inadequate 5 S’s participation on random basis. •8-12 days absent in 1 year due to chronic medical condition (but employee works extra hours/days to make up time). •Over course of 6 months, employee has recorded non-conforming material as acceptable in the quality system on 4 occasions. •Employee w/ 1 1/2 years experience is slipping (counseled employee). •Fork truck found running through stop signs. •Constant tardiness of 10-15 minutes per day. •Constant missed deadlines. 	<ul style="list-style-type: none"> •Manager observed drunk at appreciation lunch. •Misuse of barrier tape when not warranted. •EHS - Employee parked in unauthorized area-was given a ticket (warning). •A technician is very competent technically, but can’t interact with other members of the technical staff. (first offense) •Work design-Employee only wants to stay in the red (comfort) zone. •An employee w/ 2-3 years left until retirement doesn’t want to learn other work groups/skills. •Attendance - 3 days absent and 3 days late w/in 6 month period. •An employee who was having marital problems at home started relationship with a co-worker on same shift. Other workers felt it was a hostile environment-couple switched to different shifts. •M.E. was not doing his share as far as “casual overtime” for processing new parts. •Late by 5 minutes 3 times during a 3 month period. •Employee found reading newspaper during long cycle. •Not filling out Qlty. charts (first offense). •Ability-Can’t learn the basic job rqmts. •Harassing behaviors <ul style="list-style-type: none"> - whistling - ogling - staring •Posting unauthorized mtrl. •Loitering •Parking/traffic violations •Inappropriate jokes / comments •Phone use > 5min. •Smelling of alcohol 	<ul style="list-style-type: none"> •First Kaizen volunteer •Individual took control and stepped up without being asked. •Completing work on-time consistently •Working through breaks to meet a schedule •Punctuality 	<ul style="list-style-type: none"> •Daily inspection of equipment done very well. Involved in cleaning of filters. •Individual has shown major improvements (set up reduction). •Meeting ambitious targets •Taking “ownership” of machinery/process •Going the “extra mile” with customers 	<ul style="list-style-type: none"> •Operator contacted vendor to repair equipment that had service contract-arranged to have equipment repaired. •Significant cost savings 	<ul style="list-style-type: none"> •Qualification •Certifications •Extra Training •Good track record •Demonstration of competency
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Granting Time Away from Work



Personal Time

5 paid days to use during the year for sickness or personal business. Unused days paid at year-end.

- > 5 days up to 26 weeks is short-term disability paid @ $\approx 60\%$
- > 26 weeks is long-term disability paid @ $\approx 60\%$

Make-up Time

Flexibility to put in 40 hours during a pay period

Decision?

Is the person integral to a flow which can only be performed during their normal shift?
Can the work be safely performed on an off-shift?
Can you be accommodating, not hassle the person and not make this a power struggle?

...then let the person use Make-up time. Why not let them get their attendance bonus?