

Raytheon Employee Engagement in Energy Conservation

**Department of Energy
August 5, 2010**

**Steve Fugarazzo
Raytheon Company
Enterprise Energy Team**



Presentation Overview

- Company Background

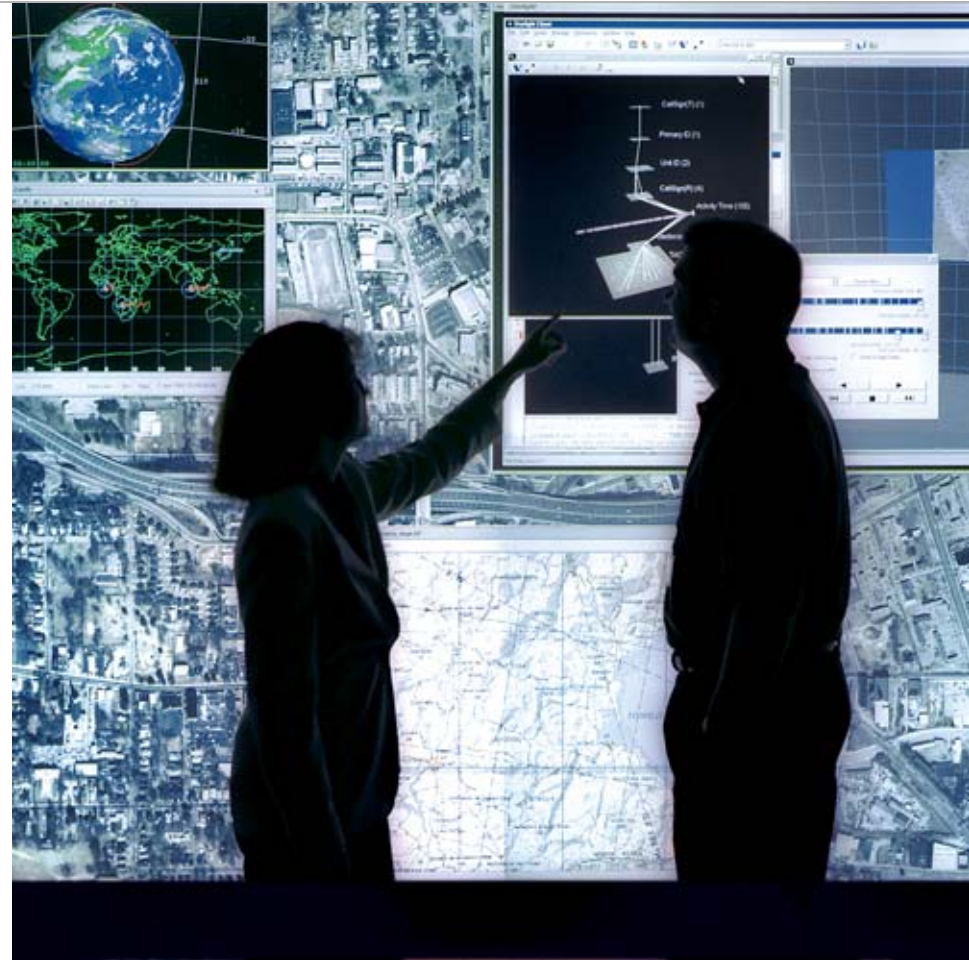
- Communication & Outreach Initiatives
 - Internal Partnerships
 - Energy Champions
 - Energy Citizens
 - Energy Awareness Events & Contests



Raytheon ... What We Do

Raytheon is a global technology company that provides innovative solutions to customers in 80 nations.

Through strategic vision, disciplined management and world-class talent, Raytheon is delivering operational advantages for customers every day while helping them prepare for the missions of tomorrow.



Supporting approximately 14,000 contracts

Raytheon Business Headquarters



75,000 employees worldwide, 2009 revenue \$25B



Energy and Raytheon Sustainability



Contact Us | Connect With Us | Search RTN ▲ 46.17 (+0.08)

Our Company | Businesses | Capabilities | Corporate Responsibility | Diversity | Newsroom | Investor Relations | Careers

Home > Corporate Responsibility > Stewardship > Sustainability

- Community Relations
- Diversity
- Information Technology
- Math and Science Education
- Stewardship**
 - Ethics
 - Governance
 - Safety
 - Sustainability**
 - Energy
 - Environment
 - Wellness

Sustainability



We are stewards of our environment and we are committed to reducing waste and conserving natural resources.

Energy >>

Raytheon's energy program has an impressive legacy and is well recognized in both the public and private sectors.



[Read More >>](#)

Environment >>

At Raytheon, we strive to integrate environmentally friendly behavior into the daily practice of each of our businesses.



[Read More >>](#)

Contact

Corporate Communications
Raytheon Company
870 Winter Street
Waltham, MA 02451
Contact Us

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Raytheon is proud to be an equal
opportunity employer, M/F/D/V

[Accessibility](#)




What Energy Is To Us

- ~90% of our carbon footprint
- Necessary to do business
- Expensive!
 - Estimated \$120M in 2009 and rising
- Finite resource – Most energy from fossil fuels
- A Corporate/Social responsibility to conserve it
 - Eliminate unnecessary waste
 - Reduce our environmental footprint

Energy Conservation for Sustainable Growth



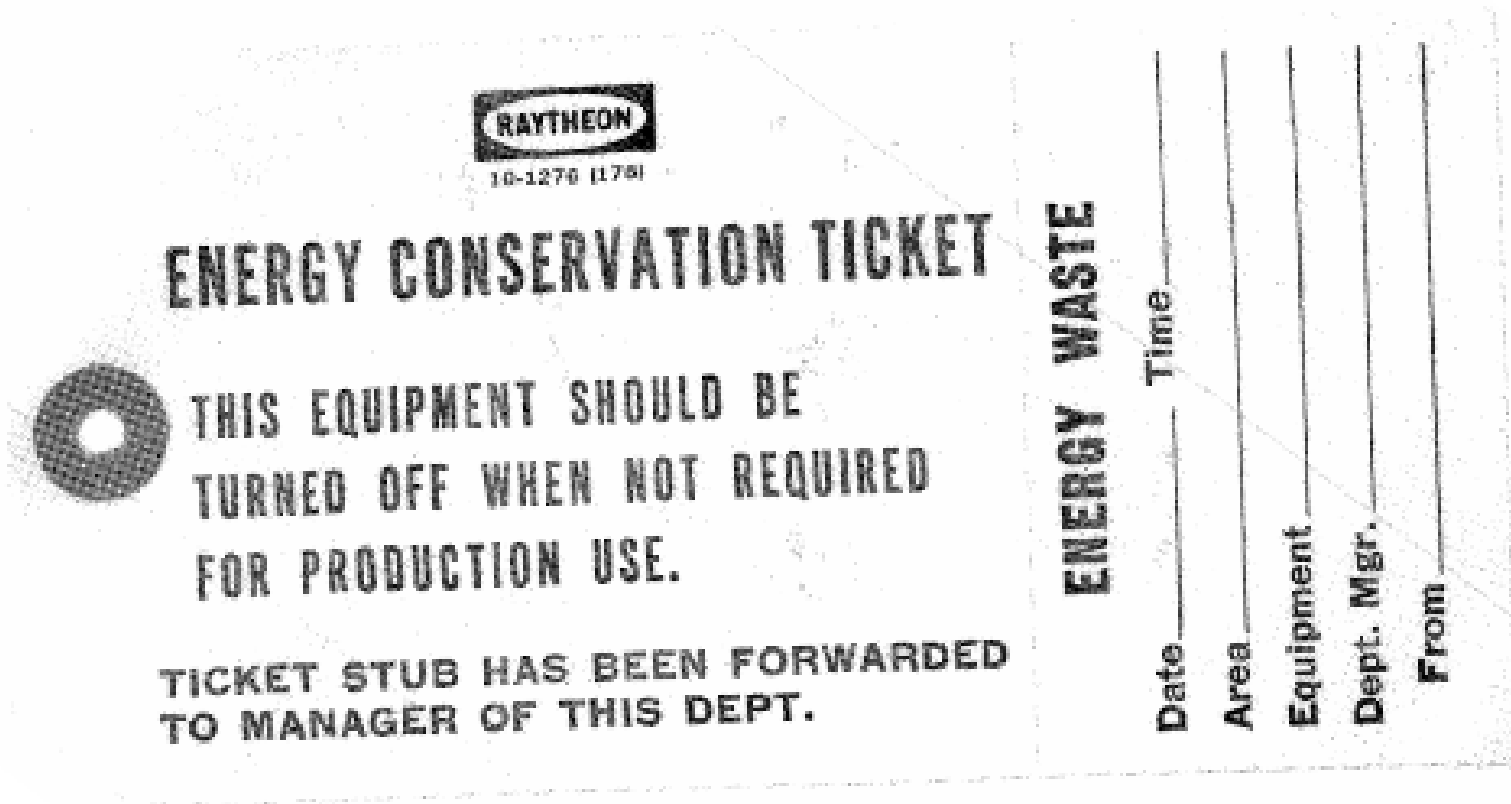
Why Focus on Employees?

- Raytheon has a long history of energy efficiency efforts
 - Dating back to 1970's – Recognized by U.S. Energy and Commerce Depts.
 - “JUICE” Poster Campaign
- The logo features the text "TURN DOWN THE JUICE" in white and orange on a black background. Below it, "Join Us In Conserving Energy" is written in orange and white.
- Main focus in 80's and 90's on infrastructure efficiency opportunities
-
- More focus on “untapped potential” with employees in recent years
 - Analysis of off-hour consumption showed room for improvement
 - Off-hour audits confirmed lots of waste happening
 - Employees were not motivated enough to save energy at work
 - Employees much more apt to practice conservation at home
 - Use ENERGY STAR “Work and Home” theme to reach employees
 - Utilize ENERGY STAR recognition to engage “top down” support





What's The Best Approach?




 One approach used in 1970's



Softer Approach May Work Better

Energy Conservation for a Competitive Advantage

Success Story



MDC – Dining Center

Team Members:
Kevin Gigliotti, MDC
Eurest Employees &
Eurest District
Management

Vision

Identify and implement energy conservation measures (ECMs) throughout the Dining Center.

Approach and Results

- Modified the operating procedures of the of equipment in the kitchen such as fryers, cook tops & grills.
- Posted signs in many areas to remind employees to turn off equipment and close doors.
- Installed Thermal Curtains on the open refrigerators to help conserve energy.

Benefits

- Air Curtains : Extends Compressor life. • Better temperature control. • Keeps food fresher, safer, longer.



Raytheon
Energy Conservation for a Competitive Advantage
YOU HAVE the POWER®

SAVE ENERGY
turn it OFF!
Remove all screen savers!

Energy Conservation for a Competitive Advantage

Energy Audit Results

An Energy Audit of this area was conducted on date _____ time _____.

Results: See checked boxes.

- All equipment and lights were turned off! Thank you for contributing to the energy conservation initiative!
- Items below were found left on in your office. In the future please follow the below.
 - PC's should be powered off
 - Monitors should be powered off
 - Task light should be powered off
 - Peripherals with power switches should be powered off
 - External hard drives
 - Scanners and local printers
 - Speakers
 - Unused power cords with transformers should be unplugged
 - Laptop power cords
 - Cell phone power cords



*Help Make a Difference.
Conserve energy wherever you can!*

UP

- DO NOT POWER DOWN - CRITICAL PRODUCTION EQUIPMENT
- POWER DOWN ONLY WHEN EQUIPMENT IS NOT IN USE
- PRODUCTION IN PROCESS DO NOT SHUT DOWN UNIT
- DAILY: FOR INSTRUCTIONS SEE BELOW

POWER DOWN AT END OF SHIFT: 1st 2nd 3rd
 POWER UP AT: _____
- WEEKEND: FOR INSTRUCTIONS SEE BELOW

POWER DOWN AT: AM PM ON: FRI SAT SUN
 POWER UP AT: _____
- REFER TO PROCESS/ PROCEDURE NUMBER _____
- POWER DOWN PER SPECIAL INSTRUCTIONS:

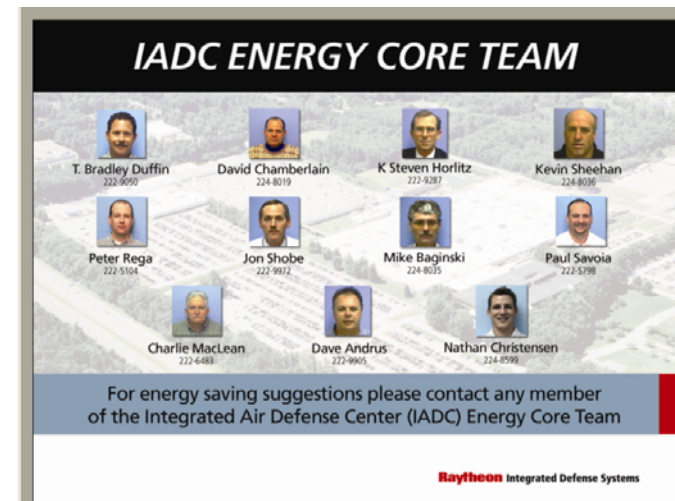
Partnerships with Internal Stakeholders

- Information Technology – Green IT
 - Raytheon recognized with InfoWorld Green 15 award
 - Named one of Uptime Institute’s 2009 "Global Green 100"
- Environmental, Health and Safety (EHS)
 - Earth Day events, employee contests
- Human Resources
 - New Employee Orientations
 - Online Energy Training
- Manufacturing
- Engineering
- Business Development



Critical Step: Develop a Network

- Established network of Energy Champions
 - Anyone who sets a good example for others
 - Promotes energy conservation and efficiency every day
 - The responsibility of the Energy Champion is to:
 - Instill a culture of energy conservation within their respective workspaces with each occupant and with every piece of equipment.
 - Develop conservation strategies specific to their work areas.
 - Identify and implement Energy Conservation Measures (ECMs)
 - Assure there is no backsliding – Savings must be maintained.
 - Share progress, lessons learned, and innovative energy practices with other team members.



Recruit & Recognize Energy Champions

Does preserving the natural environment and conserving our energy resources get you energized? Why not spread that energy among your Raytheon co-workers...

BE AN ENERGY CHAMPION

Earn the chance to win an
i-Pod® in the process!
Find out how at one of our

Energy Events

**El Segundo South: 11:00am - 1:00pm
July 10 - 11**
**El Segundo North: 11:00am - 1:00pm
July 12 - 13**

IADC ENERGY CHAMPIONS

YOU HAVE
the **POWER™**



To Make a Difference!

Your
Photo
Here



Energy Citizen Background & History

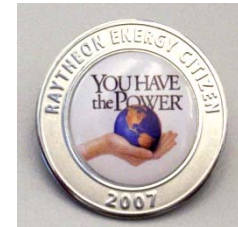
- 2007 Energy Citizens program piloted at IDS
 - 18 work & home questions
 - 10% of IDS employees qualified from July-Dec 2007

- 2008 Energy Citizens – Company Wide
 - 18 questions developed through collaborative effort of Enterprise Energy Team (EET)
 - 29% of all Raytheon employees were qualified

- 2009 Energy Citizens – Company Wide
 - New and improved set of questions (14), including popups w/hotlinks for employees to learn more
 - 44% of all Raytheon employees were qualified

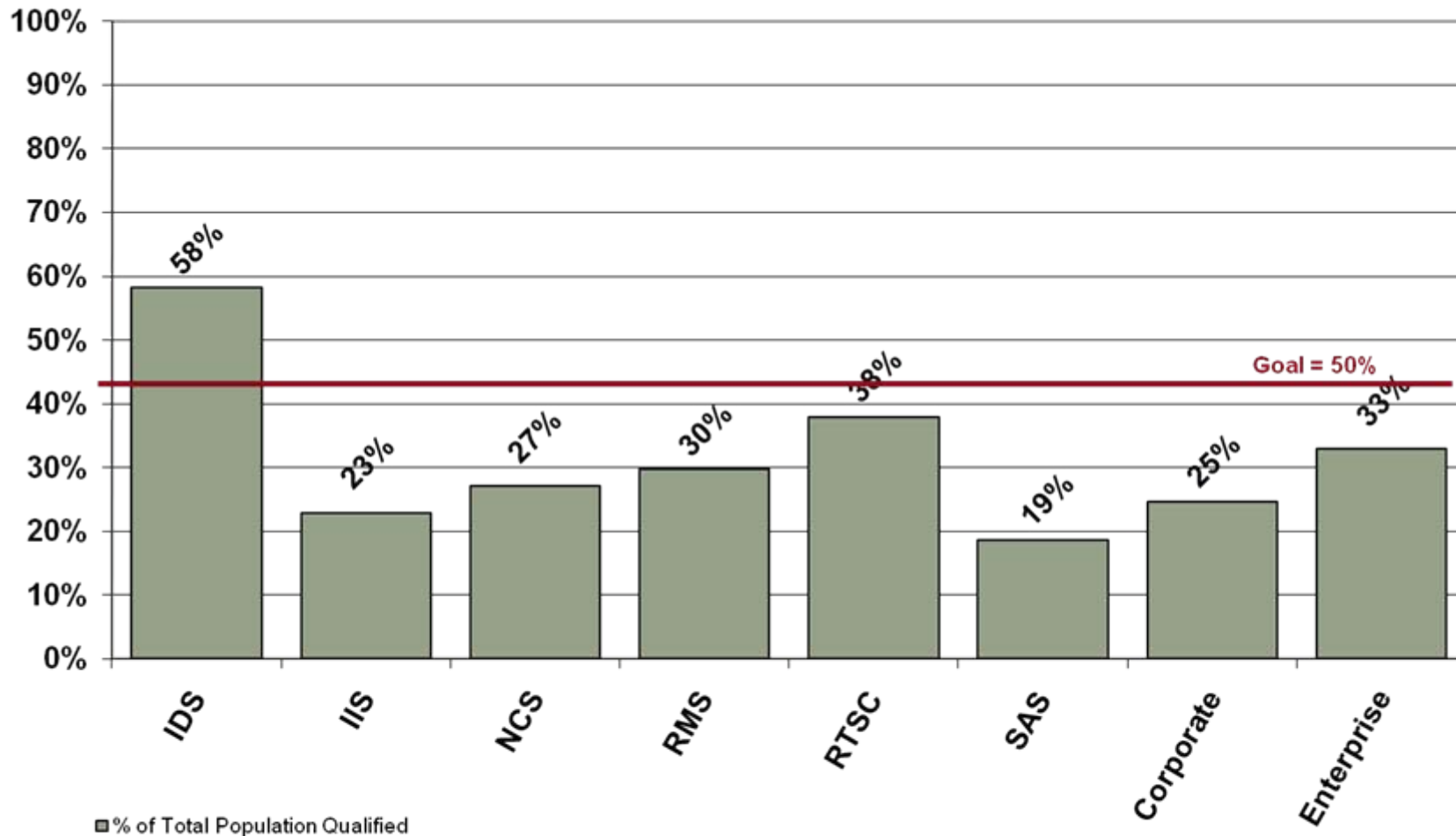
- 2010 Energy Citizens – Company Wide
 - Learning tool instead of quiz, fun and interactive
 - Goal is 50% of Raytheon employees
 - At 33% through May

- 2011 and Future Plans:
 - Considering other tools to engage employees
 - Raytheon Sustainability tool (Groom Energy/Proactively Green)
 - Include Energy Citizens as part of “Sustainability Challenge”



Ultimate vision is 100% or Total Employee Engagement

Raytheon 2010 Energy Citizens (through May)



Expect to exceed 50% goal for 2010

Earth Day Awareness Activities

[Corporate Update Archive](#)

Raytheon Celebrates the 40th Anniversary of Earth Day

For the 40th anniversary of Earth Day April 22, 2010, Raytheon is celebrating our commitment to sustainability. At Raytheon, sustainability starts in the workplace and extends far beyond. We are dedicated to engaging our employees, customers, suppliers and communities to protect our environment and conserve natural resources.

The following 40 statistics for 40 years of Earth Day reflect our engagement in upholding sustainable practices at work and at home now and for years to come.

Raytheon's Long-Term Sustainability Goals

1. Raytheon's goal is to reduce absolute greenhouse gas emissions **10 percent** by 2015.
2. Raytheon plans to reduce landfill and incinerated waste disposal **25 percent** normalized by revenue by 2013.
3. Raytheon aims to reduce water consumption **10 percent** by 2013.

Energy Management at Raytheon

4. In 2009, energy consumption declined on an absolute basis by almost **3 percent**, saving approximately **\$3 million** in energy costs and has declined **13 percent** since 2002.
5. When measured on a per dollar revenue basis, Raytheon reduced its energy use **10 percent** in 2009.
6. Raytheon's energy per dollar revenue reduction has been **38 percent since 2002**.

Climate Change and Greenhouse Gas Emissions (GHG)

7. Raytheon has been a charter member of the U.S. Environmental Protection Agency's (EPA's) Climate

Earth Day 2010



Our Commitment to Future Generations

More Information

[Raytheon Sustainability](#)

[Environmental Protection Agency \(EPA\): Earth Day 2010](#)

Related Articles

[Our Commitment to Future Generations: Energy Efficiency Update](#)

[Renew Your Commitment: Become a 2010 Energy Citizen](#)

[Raytheon Recognized for Leadership in Reducing Toxic Material Use](#)

[Smart Sprinklers: NCS Fullerton's New Irrigation System Highlighted as Raytheon Sustainability Best Practice](#)

[Raytheon Recognized With 2010 ENERGY STAR Award](#)



Energy Awareness Month

[Corporate Update Archive](#)

Raytheon Celebrates Energy Awareness Month

October is Energy Awareness Month, and Raytheon is using its 31 days to highlight the company's Energy Champions, support activities promoting an energy conservation culture, and announce a new greenhouse gas reduction goal. The observance is another part of Raytheon Sustainability and its goals of maximizing efficiency and reducing environmental impacts.

Raytheon's New Greenhouse Gas Reduction Goal

Nearly 90 percent of Raytheon's greenhouse gas (GHG) emissions are energy related. So energy awareness plays an important role in helping the company reach its new greenhouse gas reduction goal. As an industry partner in the U.S. Environmental Protection Agency's voluntary Climate Leaders program, Raytheon pledges to reduce its absolute U.S. emissions by 10 percent between 2008 and 2015. Climate Leaders is the country's largest GHG goal-setting program.

This new goal builds upon [Raytheon having successfully achieved its first GHG goal](#). In 2002, as a charter Climate Leaders partner, Raytheon pledged to reduce GHG emissions from its U.S. operations by 33 percent between 2002 and 2009, normalized for revenue and adjusted for inflation. Raytheon not only met but exceeded its reduction goal one year ahead of schedule. By the end of 2008, the company had reduced its emissions 38 percent normalized for revenue and adjusted for inflation.

Energy Champions in the Spotlight

Raytheon is a leader in successfully driving strategies and programs to reduce energy consumption, as demonstrated by five ENERGY STAR awards from the EPA in the last nine years. Much of the credit for these programs goes to the company's Energy Champions – employees who continually seek out energy reduction opportunities, implement concepts, and share their enthusiasm by challenging others to be equally proactive.

More than a dozen Raytheon Energy Champions from across the company and every Raytheon business are being profiled for Energy



More Information

[Corporate Responsibility Report](#)

[Raytheon Sustainability](#)

[EPA Climate Leaders Program](#)

[Home Energy Checklist](#)

[Office Energy Checklist](#)

[Resources for Kids](#)

[Residential and Commercial Incentives](#)



Other Awareness Activities


Kids "R" Cool

EHS & Energy Drawing Contest

Home

Click on an icon below to learn an important tip in that category.







The Kids "R" Cool Drawing Contest invites children ages 4-12 to draw a picture of something that pertains to any one of four categories: environment, health, safety and energy. The contest will culminate with the production of a 16-month Raytheon calendar featuring the best drawings from all the submissions.

Official Rules
(click here for downloadable pdf)

Drawing Form
(click here for downloadable pdf below)



Prize List

- 16 Grand Prize winners will receive a certificate of recognition, a \$50 gift card to Toys "R" Us and an IDS calendar.
- 168 runners-up will receive a certificate of recognition and a \$15 gift card to Toys "R" Us.
- Every child who submits an entry will receive a colorful rubber awareness bracelet and a set of stickers.

All entries will be viewable on this website. Check back to see your work!

EHS Center Managers

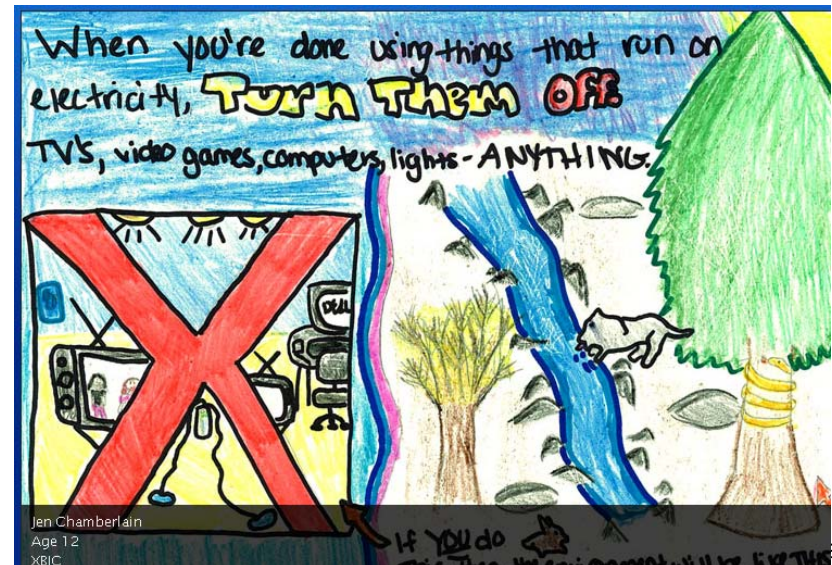
(These are the folks who collect the drawings!)

EWC – Diane Hobbs IADC – Jim Caulfield IDS HQ – Mike Donohue IMA – Ralph Kirk MCVG – Ron Kunkle MDC – George Christian MMC – Larry Newsom	NCS Marlborough – Mary Strzempko RFC – Joe Richard Solipsys – Sherri Patterson SSC – Tom Cady TRC – Mike Clay WPC – Dana King XBIC – Jason Carima
---	---

How My Family Saves Energy...



#1 AGE: (6-9)



Questions ????

Achieving Total Employee Engagement in Energy Efficiency Best Practice Process Development

Mary Alice Kurtz
General Motors
Worldwide Facilities Group
August 5, 2010





Global Best Practice Process

Common database system for capturing, sharing and tracking implementation of Best Practices.

Global, Regional and Plant level implementation of Best Practices are tracked across all GM Centers
(i.e. Paint, GA, Body, Quality, Maintenance, Energy, Facilities, etc) .



Goal: Quick sharing & implementation of Best Practices with the intent to maximize Waste Reduction Globally.



Critical Steps in Developing a successful Best Practice process

- ❑ Protocol that provides a framework for the development, sharing and monitoring implementation
 - ❑ Leadership engagement within that structure is imperative to drive performance and provide focus
- ❑ Common database system for capturing, sharing and tracking implementation of Best Practices
 - ❑ Automated notification to users of new best practices, as they are approved, supports efficient and quick implementation
- ❑ Layered audit process to ensure implementation and maximizing impact of identified opportunities
- ❑ Training to ensure consistent implementation and accommodate changes in personnel and within the organization

GM Global Best Practice Process

Process and System Database facilitate quick implementation

- ❑ Best Practice Ideas implemented prior to submittal
 - ❑ *Proven implementation and operation*
 - ❑ *Meets financial criteria for necessary payback*
 - ❑ *Preliminary analysis / engineering developed*

- ❑ Database System is flexible, quickly manipulated for filtering of data and reporting implementation status

- ❑ Focus of Process is kept simple:
 - ❑ *Best Practice Ideas submitted by Plant Champions through the Account Meeting Structure; approved in overall Account Champion Meetings*
 - ❑ *Savings captured for ongoing prioritization of implementation across Region*
 - ❑ *BPs shared Globally to maximize reduction of waste*

Driving For one Consolidated Process....



**Focus on implementation
of specific plans**

**Common plant processes
and meeting structure**

**Share ideas across
plants quickly**

***Lower Total Cost And
Eliminate Waste !!***

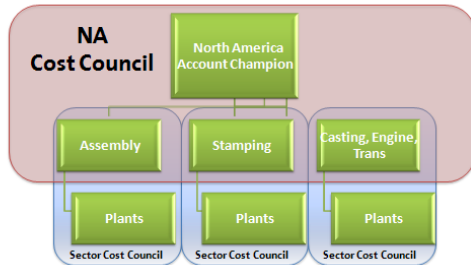
Account Council Review Structure

North America Cost Councils

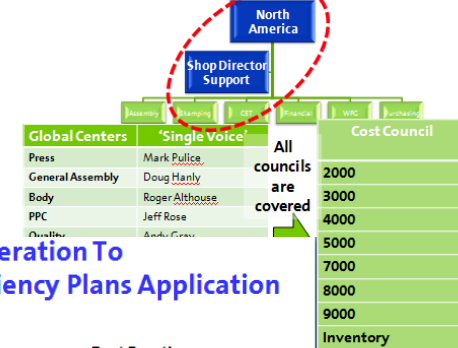


Cost Council Structure

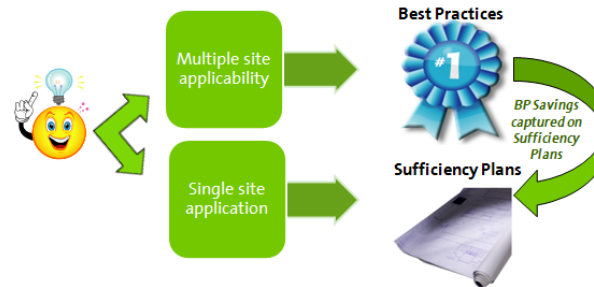
For each account....



NA Best Practice Leads

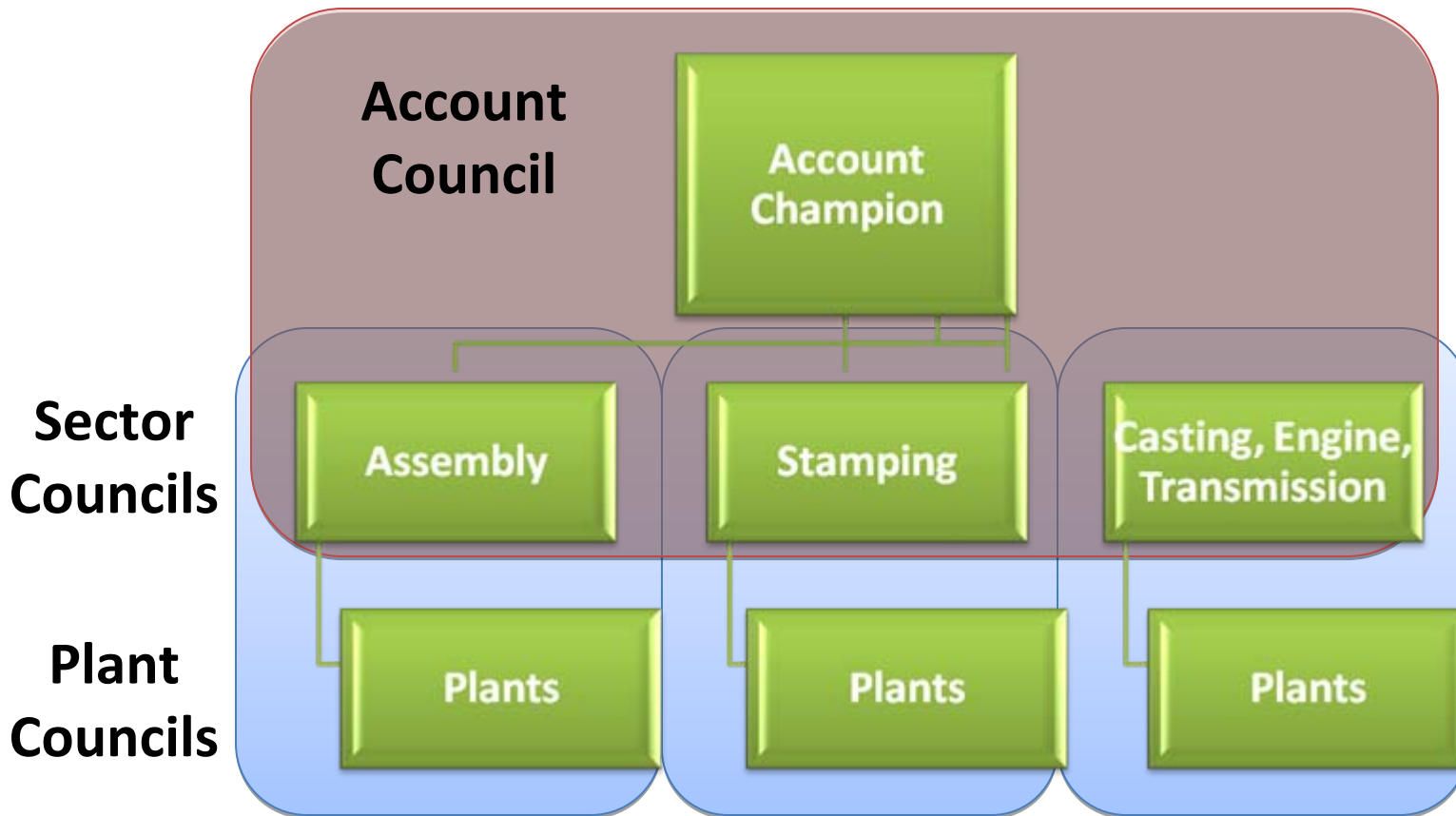


Idea Generation To Best Practice & Sufficiency Plans Application

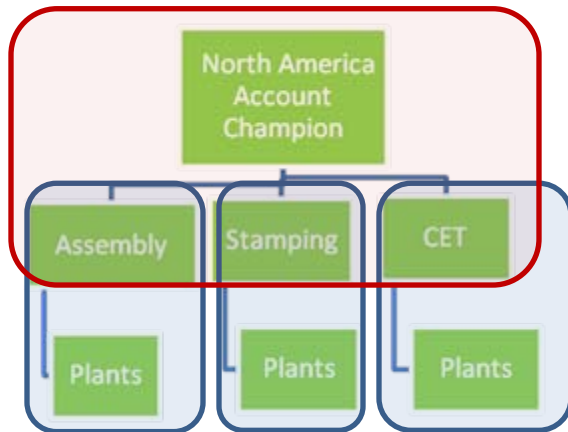


Consolidated Meeting Structure

For each financial account....



Best Practice Process Integration into the Account Reporting Structure



Account Champion :

- Account Implementation Status Review
- Buy-In & Approval for Implementation of new Best Practices

Sector :

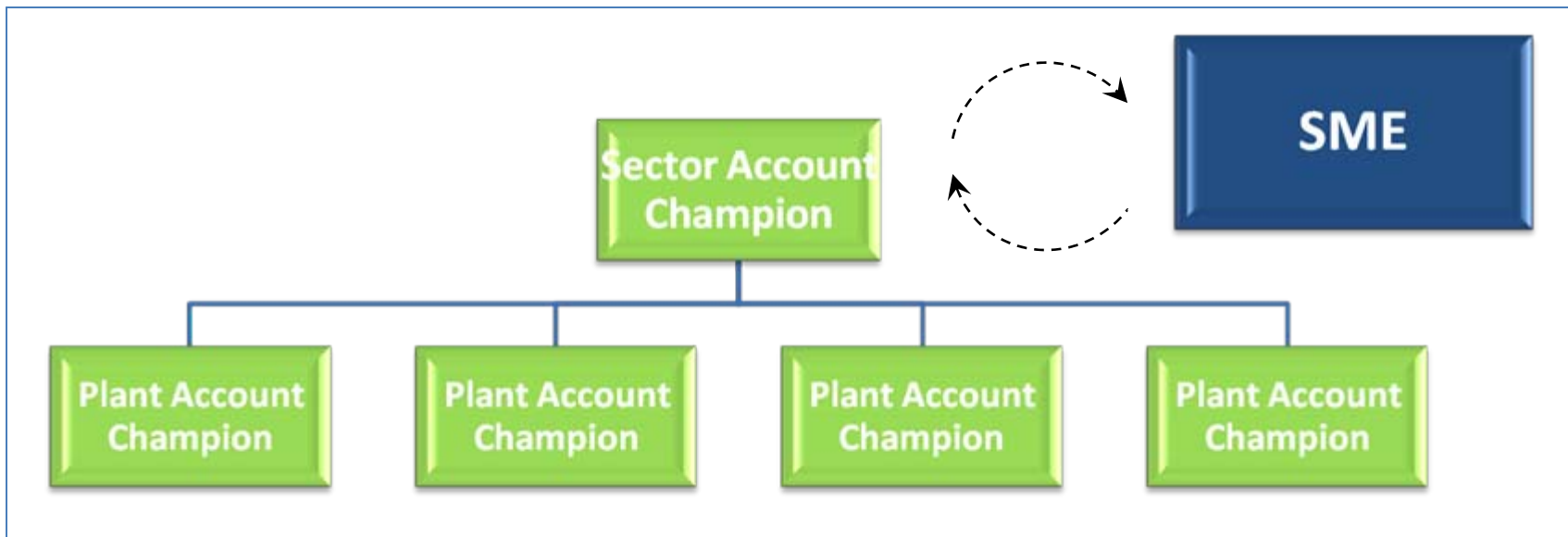
- Sharing among Plant Champions & drive full development of Best Practices
- Drive Improved Implementation Status

Plant :

- Innovation & Implementation of Region & Global Best Practices
- Account Review w/ Plant Manager

Subject Matter Expertise

Critical Support in Best Practice Development



- Provide technical expertise and analysis to support Best Practice development as requested
- Provide support in development of Best Practices for Global Sharing
- Support Cost Council in assessment of Globally Shared Best Practices for potential Regional implementation

Best Practice Implementation Status

Report Templates

Sector	Jul-09 % Adopted	Aug-09 % Adopted	Sep-09 % Adopted	Oct-09 % Adopted	Nov-09 % Adopted
Assembly	58%	60%	63%	64%	65%
Stamping	65%	67%	67%	67%	68%
Engine	57%	57%	57%	57%	56%
Transmission	52%	55%	55%	56%	56%
Casting	58%	60%	60%	61%	61%

Nov 09				
Total Approved BuGMs	80			
Plant Name	Reported	Not Applicable	Adopted	Count Adopted
Pama (M)	100%	33%	68%	54
Lansing Delta Twp. (A/M)	100%	38%	63%	50
Lansing G.R. (A)	100%	33%	68%	53
Bowling Green (A)	99%	21%	78%	62
Fairfax (A)	99%	25%	74%	59
Siao (A)	96%	24%	73%	58
Hamtramck (A)	96%	30%	66%	52
Mansfield (M)	91%	26%	65%	52
Marion (M)	91%	38%	54%	43
Oshawa S Stamping (M)	91%	43%	49%	39
Indianapolis (M)	91%	39%	53%	39
San Luis Potosi Mexico	90%	26%	64%	50
Oshawa Car Consolidated (A)	88%	33%	55%	41
Oshawa Car Flex (A)	88%	33%	55%	41
Flint Truck1 (A)	88%	21%	66%	53
Spring Hill Stamping	86%	13%	74%	59
Ramos Arizpe 2	86%	20%	66%	53
Shreveport (A/M)	86%	29%	58%	46
Ramos Arizpe Stamping	86%	31%	55%	44
Pontiac Stamping (M)	85%	33%	53%	42
Fort Wayne (A)	80%	23%	58%	46
Wertzville (A/M)	70%	19%	51%	41
Lordstown (A/M)	70%	20%	50%	40
Arlington (A)	51%	11%	40%	32
GMNA Total	88%	28%	60%	1149

Jul-09 Global BuGM Report for Energy & Utilities		Legend	
<ul style="list-style-type: none"> Initiated Adopted Already Implemented 	<ul style="list-style-type: none"> AP 9 		
Plant Statistics Total Reported: 97% Total Not Applicable: 12% Total Adopted (IN/AD/AI): 86% Count Adopted (IN/AD/AI): 65	GMNA 9 Plants * BuGM Count: 684 Total Reported: 97% Total Not Applicable: 12% Total Adopted (IN/AD/AI): 86% Count Adopted (IN/AD/AI): 65	Evaluation Reported: > 80% (Green), > 50% to 80% (Yellow), < 50% (Red) Evaluation Adopted (IN/AD/AI): IMPL. > 50% (Green), 50% > IMPL. > 30% (Yellow), IMPL. < 30% (Red)	
Shop: Energy and Util Status: Globally Appl BuGM#: 19747 Description: Energy Saving_Long Shutdown IN/AD/AI/NA2: Adopted (IN, AD, AI)	Buysong 1 South Korea (A) Buysong 2 South Korea (A) Changwon S.Korea (Suzuki SAIC CO) (A/M) Elizabeth Australia (A/M) Gursan S. Korea (Suzuki SAIC CO) (A/M) Hanoi India (A) Hanoi Vietnam (Suzuki SAIC CO) (A) Rayong Thailand (A) Talegaon India		
BuGM#: 19746 Description: Reschedule_on_off_AirCond IN/AD/AI/NA2: Adopted (IN, AD, AI)			
BuGM#: 25288 Description: energy saving by limited acc IN/AD/AI/NA2: Adopted (IN, AD, AI)			
BuGM#: 19514 Description: Illumination layouts for all bui IN/AD/AI/NA2: Not Applicable (NA)			
BuGM#: 29618 Description: Operation of Roof Top Air Sur IN/AD/AI/NA2: Adopted (IN, AD, AI)			
BuGM#: 28547 Description: Summer Steam Shutdown IN/AD/AI/NA2: Adopted (IN, AD, AI)			
BuGM#: 29863 Description: Installing Energy Efficient Flu IN/AD/AI/NA2: Adopted (IN, AD, AI)			

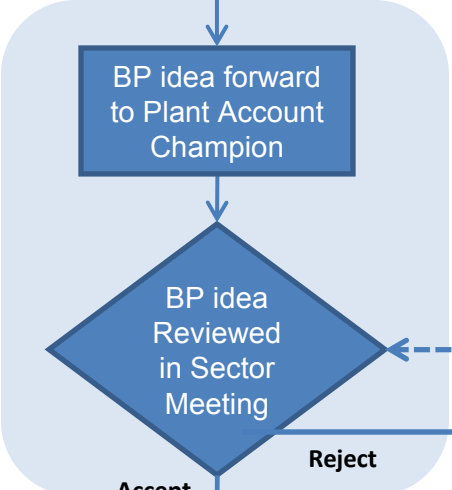
Fairfax Assy	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09
Account	% Adopted	% Adopted	% Adopted	% Adopted	% Adopted	% Adopted
2000	60%	58%	60%	63%	64%	65%
3000	66%	65%	67%	67%	67%	68%
4000	58%	57%	57%	57%	57%	56%
5000	54%	52%	55%	55%	56%	56%
7000	57%	58%	60%	60%	61%	61%
8000	60%	58%	60%	63%	67%	67%
9000	66%	65%	67%	67%	59%	62%



Best Practice Development Lifecycle

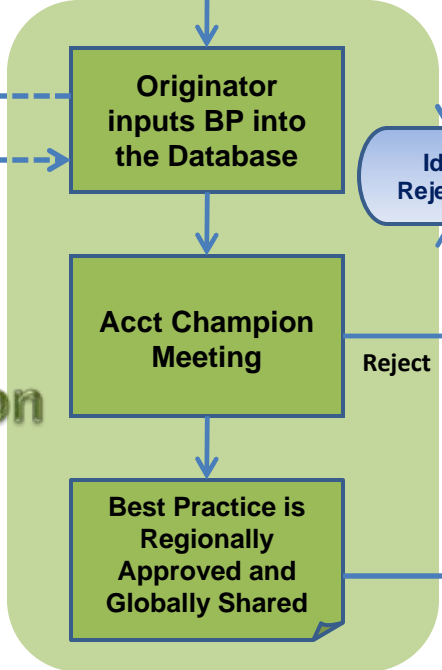
Best Practice (BP) idea is implemented

Sector Level

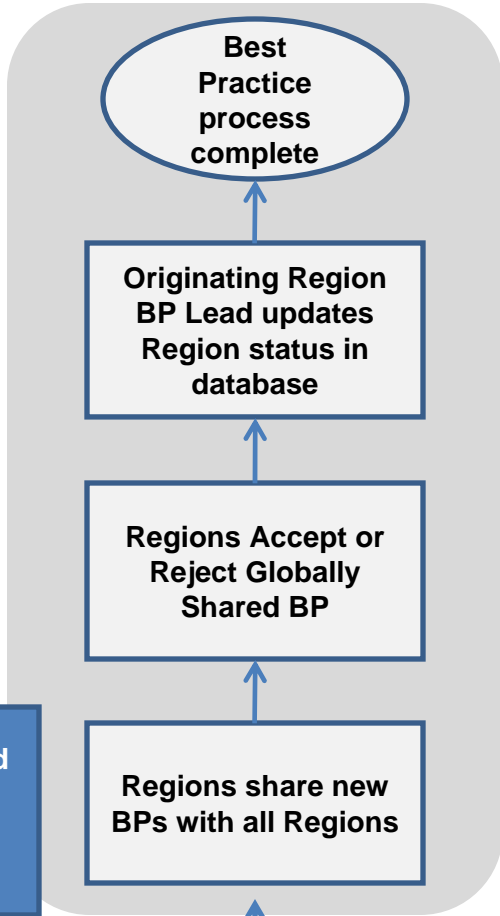


Subject Matter Experts

Acct Champion Level



Review approved BP with other Sectors



Global Sharing

Cost Council Website

Socrates Company Communities mySocrates People Finder A-Z List Search Welcome Mary Alice Kurtz | My Links |

Global Manufacturing & Labor Relations > GMNA Finance

GM Cost Council All Sites Advanced Search

GMNA Finance

GMNA Finance > Cost Council

View All Site Content

General Information

- Cost Council Process

Cost Councils

- Utilities (4000)
- Tools & Maintenance Material (3000)/(5000)
- Scrap (7000)
- Taxes, Mobile Equipment & Rentals (8000)
- Other Sundry (9000)

Status At A Glance - Best Practices - Sufficiency Plans

- Status at a Glance Charts
- Best Practices
- Sufficiency Plans
- Benchmarking Data
- Training Materials

Cost Council Mission

- Focus on implementation of specific actions to bring \$\$\$ to bottom line
- Share ideas across plants quickly


Cost Council Meeting Protocol

- Plant Mangers - Meet Semi Monthly With Plant Account Champions Summarizing Account Status (One Account Per Meeting)
- Sector Account Champions - Meet Monthly With Plant Account Champions
- North American Champions - Meet Monthly With Sector Account Champions
- Diana Tremblay Staff Meeting - Monthly Report-Out By North America Champions


Status At A Glance - Best Practices - Sufficiency Plans

Status At A Glance Best Practices Indirect Material Benchmarking Sufficiency Plans Training Materials

Cost Council Guardian

 **Julia M Castro**
Director,
Manufacturing
Finance - NA
Plants and
Operations
Analysis

Content Owner

 **Shannon M Allen**
Financial
Analyst - Cost
Management
& Sufficiency
Plan Process


Quick Links

- Global Manufacturing System (GMS)
- Best Practices under GM (BuGM)

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Start | > Fw: MFG ... | Shannon M... | Cost Cou... | Save Ener... | Microsoft P... | Microsoft E... | NetMeeting... | 1:4

Best Practice Website



Global Manufacturing Best Practices

2010 GMC Sierra 2500 HD


[Enter mySocrates](#) [People Finder](#) [Feedback](#) [Help](#) [Search](#)

[Socrates](#) [Services](#) [Best Practices](#)

Friday, April 30, 2010

Global Mfg & Quality Navigation

- Manufacturing
- Powertrain
- Quality
- IS&S
- R&D/Planning
- Finance
- HR
- JV
- Supplier



Update To BuGM

March 27, 2010

Vehicle Manufacturing Plant Report

NOW Called - Plant Report

Account Classification Report


Approved BuGMs based on

Centers At Your Plant

Welcome to Best Practices under GM (BuGM) Manufacturing's Global Best Practices Program

GM's ability to leverage knowledge across the organization is critical to maintaining GM's success in the global marketplace. The goal of this program is to collect, evaluate and disseminate best practices across the GM Manufacturing environment.

Using this site you can submit a best practice idea and/or review ideas that have already been submitted.



How can I Participate?

- To submit a best practice for global consideration - Click "Submit a BuGM"
(8th Level / EGM Approval Required to submit)
- Click here to view ideas that have already been submitted

Global Statistics
[BuGM Process Changes - Please Read](#)

Regional Statistics
[LAAM - November Regional Report](#)
[GME - Regional Report - February](#)

Related Links
[Guided Tour Of The BuGM Website](#)
[BuGM Process Overview](#)

[BuGM Report Tool](#)
[Training - BuGM Cost Analysis](#)
[-NEW- BuGM Enhancement Guide](#)

[UAW - WFG Joint Task Teams Best Practices](#)
[All Teams BP Summaries](#)
[All Teams BP RYG Definitions](#)

[Construction](#)
[Building Maintenance](#)
[Tools](#)
[Cleaning](#)
[Truck Repair](#)

READ ME - What Makes A Good BuGM
Contacts
[BuGM Lead Contacts](#)

Best Practice Implementation Status ...*by Plant*

Best Practice implementation status is tracked by **Center** and by **Account**

Center

Bochum Germany (A)	Body	General Assembly	Maintenance	Paint*	Supply Chain	Press	Quality	Facilities	Environmental	Energy	Grand Total
Approved	164	255	34	117	109	177	148	11	3	25	1043
Adopted(AI,IN,AD)	102	186	28	85	80	132	111	8	2	18	752
Not Applicable(NA)	54	63	6	32	22	42	21	1	1	5	247
Grand Total	156	249	34	117	102	174	132	9	3	23	999
Under Evaluation	8	6	0	0	7	3	16	2	2	2	44

*Paint Data Does Not Include Polymers

Account or Cost Council

Hamtramck (A)	2000	3000	4000	5000	7000	8000	9000	Indirect Inventory	Grand Total
Approved	20	1	56	41	1	3	1	0	123
Adopted(AI,IN,AD)	10	0	34	20	0	2	0	0	66
Not Applicable(NA)	6	1	21	21	1	1	1	0	52
Grand Total	16	1	55	41	1	3	1	0	118
Under Evaluation	4	0	1	0	0	0	0	0	5

Summary Reports

Best Practice Implementation Status

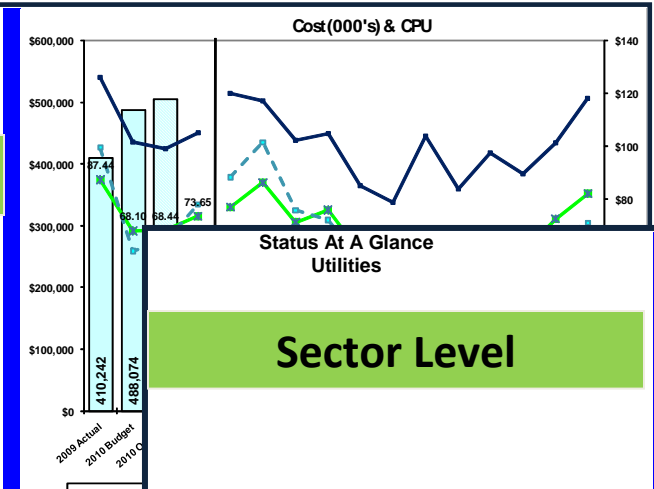
Status At A Glance Utilities

NA/ Sector/ Plant: TOTAL COST COUNCIL FOCUS

NA Account Champion

Financial Status	
CYTD Spending (\$000s)	\$ 222,491
Assy CPU Evaluation	\$ 99.30
Stamping CPU Evaluation	\$ 64.21
CET CPU Evaluation	\$ 68.44
Budget Performance (\$000s)	\$ 2,614

Approved BuGM's 4000 Account	
57	Assembly Sector Report
	GMNA % Reported 75%
	GMNA % Adopted 48%
55	Stamping Sector Report
	GMNA % Reported 81%
	GMNA % Adopted 52%
55	CET Report
	GMNA % Reported 1%
	GMNA % Adopted 0%



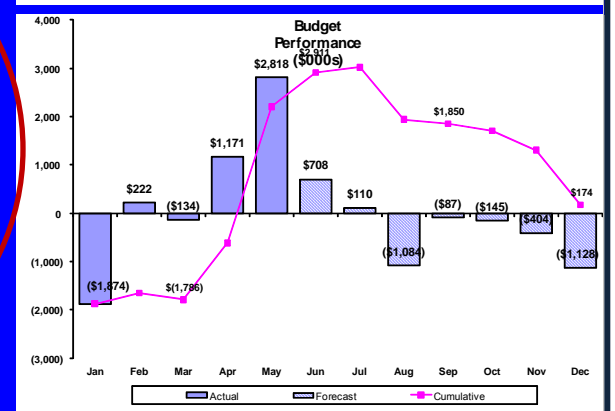
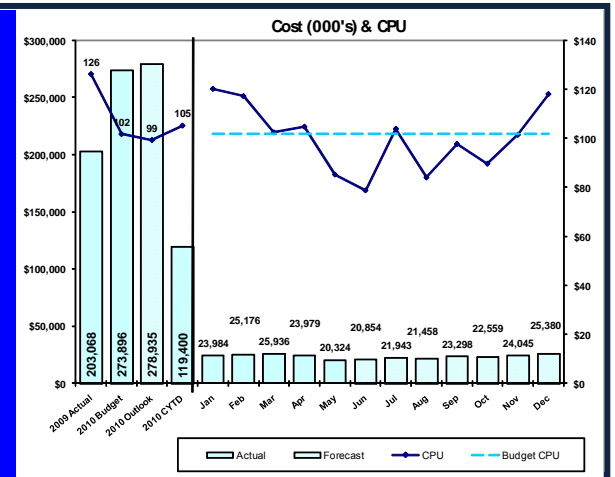
Status At A Glance Utilities

Sector Level

Financial Status	
CYTD Spending (\$000s)	\$ 119,400
CPU Evaluation	\$ 99.30
Budget Performance (\$000s)	\$ 174

Best Practice Adoption Status - Utilities

Total # Of BuGM's	Adoption	NA %	Reported %
57			
Arlington	54%	23%	77%
Bowling Green	61%	30%	91%
CAMI	n/a	n/a	n/a
Fairfax Assy & Contig	49%	21%	70%
Hint Assy	49%	19%	68%
Fort Wayne	58%	21%	79%
Hamtramck	63%	37%	100%
Lansing Delta Twp Assy & Contig	53%	46%	98%
Lansing Grand River	60%	39%	98%
Lordstown Assy & Contig	47%	35%	82%
Oshawa	49%	25%	74%
Ramos Arizpe Assy	0%	2%	2%
San Luis Assy	0%	0%	0%
Shreveport Assy & Contig	49%	47%	96%
Silao Assy & MFD	61%	26%	88%
Wentzville Assy & Contig	61%	37%	61%



Questions.....

