

DIVISION I
TEAM LEADER RESPONSIBILITIES

The role of the Team Leader is to lead support and lead the team by implementing the processes required to achieve the SPORCE goals by demonstrating the established competencies outlined in the Team Leader's role. ~~the team in the day to day operations to meet safety, people, quality, responsiveness and cost (SPQRC) activities, and is not part of the team's job rotation.~~

Safety

Safety is the overriding priority of the organization. The responsibility of the Team Leader is to encourage and ensure that:

- 1) required safety, ergonomic and work practices are followed. ~~including updating Green Cross chart daily~~
- 2) all team members follow safety rules and practices
- 3) hazardous waste handling practices and proper disposal procedures are maintained and followed
- 4) evacuation and emergency procedures are posted and ~~understood by~~ **communicated to** all team members
- 5) safety and ergonomic resources are involved to identify and resolve potential safety issues
- 6) work area is inspected ~~and free from~~ **for** potential safety hazards or problems
- 7) personal protective equipment is worn as required
- 8) team members are trained in all required safety practices
- 9) all safety incidents are reported to the Group Leader
- 10) the ~~work unit~~ **team** is represented at the Area safety committee
- 11) safety incident investigation assistance is provided to Group Leader
- 12) **a clean and safe work environment is maintained**
- 13) **the "Employee Safety Concern Process" is communicated and utilized by the team**

People

People are the foundation upon which a successful organization is built. The Team Leader is required to provide leadership to the ~~Work Unit~~ Team by:

- 1) understanding and supporting Spring Hill's mission and values
- 2) treating all team members equally and fairly with dignity and respect
- 3) promoting teamwork within the team
- 4) **assisting and supporting team members in the resolution** ~~resolving team member of~~ problems, concerns or complaints
- 5) participating and contributing to team and Area activities **such as the Business Plan Deployment (BPD) Process and daily reviews as required to run the business.**
- 6) encouraging team members to ~~submit ideas, suggestions and improvements related to the product, process or facility~~ **participate in the UAW/GM Suggestion Program**

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- 7) replacing team members for absences and emergency situations
- 8) ensuring team members understand and follow harassment and discrimination policies
- 9) communicating problems to the appropriate leadership
- 10) reporting requests for time-off, absences and headcount requirements to the Group Leader daily
- 11) communicating frequently and openly to team members, leadership and other resources
- 12) ensuring required reports/records (SPQRCE) are submitted/posted
- 13) organizing and facilitating team meetings including written minutes
- 14) attending meetings and communicating information back to the team as required
- 15) ensuring the decision making process is utilized by the team and if the team is unable to reach agreement the Team Leader is responsible for making the decision
- 16) understanding and implementing required training plans.

Quality

Building quality products is a key to securing our future. The Team Leader is required to provide leadership by ensuring:

- 1) products and workstations are checked ~~prior to start-up~~ at the start of the shift
- 2) product quality during the shift
- 3) equipment, tools, fixtures and devices are fully operational
- 4) team members, equipment, tools, fixtures and devices are protected to prevent mutilations
- 5) preventive maintenance is performed
- 6) Andon system (where appropriate) is in good working order
- 7) team members perform and record required in-process inspections
- 8) feedback is provided upstream and downstream regarding quality problems
- 9) prompt response to quality alarms (Andon)
- 10) repairs are completed in station when possible
- 11) inspection tickets are filled out and bought off appropriately
- 12) defects are flagged for later repair in system (where appropriate)
- 13) the Andon system (where appropriate) is reset after repair determination is made
- 14) a log is maintained of repetitive quality problems
- 15) availability to assist other Team Leaders
- 16) availability to answer Andon calls (where appropriate) if other Team Leaders are unavailable
- 17) discrepant material procedures are followed
- 18) problem solving processes are used within the team to put corrective measures in place so that problems do not re-occur
- 19) identification, development, and application of error proofing devices are utilized
- 20) quality compliance requirements are met
- 21) layered audits are performed as scheduled

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Responsiveness

Meeting production schedule every shift, every day is vital for the long-term success of Spring Hill. The Team Leader is required to provide leadership by:

- 1) ensuring team members follow standardized work
- 2) ensuring team members understand line balance wall elements
- 3) facilitating work place layout and job design elements
- 4) facilitating in the development of scrolling/workflow diagram activities
- 5) ensuring daily workstation organization and job set-up are performed (as required)
- 6) implementing ideas to reduce waste
- 7) ensuring **that all team members are certified and** Operation Certification Boards are accurate
- 8) supporting team members to complete their work cycle when difficulties cause the operator to fall behind
- 9) knowing each operation within their own team and other designated team(s) as required
- 10) ensuring there is a liaison between engineering and the team
- 11) ensuring that the team SPQRCE board is updated daily
- 12) ensuring the preventative maintenance schedule is implemented and maintained
- 13) ensuring proper use of Andon signals (where appropriate)
- 14) notifying appropriate material resources when inventories are below appropriate levels
- 15) assisting Group Leader in ensuring team is performing productive work activities during unscheduled downtime
- 16) **utilizing the radio for communication and receiving information**

Cost

Improving and controlling costs supports the long-term viability of Spring Hill. The Team Leader is required to provide leadership by:

- 1) ensuring discrepant material is processed appropriately and timely
- 2) monitoring and reducing direct and indirect material costs
- 3) reviewing performance to budget with the team
- 4) ~~suggesting and~~ implementing ideas to reduce waste **and participating in the UAW/GM Suggestion Program.**
- 5) ensuring cost and budget goals are obtained
- 6) ~~ensuring accuracy of team members timekeeping system~~

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Competencies

The competencies established for Team Leaders are:

- 1) Adaptability – Assists in promoting a more effective learning environment through continuous improvement for the team and area
- 2) Communication - Understands and promotes the processes of SPQRCE to team members. Provides feedback both upstream and downstream to leaders, team members, and customers; encourages team members to submit ideas, suggestions and improvements related to the product, process or facility.
- 3) Results Orientation – Provides leadership requiring safety, ergonomic and work practices are followed within the team; Ensures building quality products by meeting specified requirements daily (standardized work); Addresses internal and external problems, concerns, or complaints; Assist in improving and controlling cost for the team
- 4) Build Relationships and Partnerships – Supports resolutions of issues with all resources/customers, both external and internal.
- 5) Decision Making - Lead the team in day to day operations to meet safety, people, quality, responsiveness, cost and Environmental activities
- 6) Integrity/ Trust / Ethics / Values – Treat all team members equally and fairly with dignity and respect
- 7) Priority Setting / Organizing – Eliminates roadblocks; Create focus; Uses resources effectively and efficiently

DIVISION II

TEAM MEMBER RESPONSIBILITIES

The role of the team member is to support and implement the processes required to achieve the SPQRCE goals of the organization by demonstrating the established competencies of the team member's role:

Safety

Safety is a given, everyone must be responsible for their own safety. Team members are required to:

- 1) wear required personal protective equipment (PPE) at all times
- 2) use tools and equipment properly by following safe operating procedures
- 3) understand and follow guidelines and practices (e.g., evacuation procedures, lock-out procedures, **fall safety**, etc.)
- 4) activate emergency stop if an emergency condition occurs
- 5) report accidents or near misses to leadership

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- 6) behave in a manner that promotes safe work practices
- 7) assist others in following safe work practices
- 8) use ergonomic assists as required
- 9) participate in safety training as required
- 10) maintain a clean and safe workplace

People

People are the foundation upon which a successful organization is built. Team members are expected to:

- 1) communicate openly and freely with all team members, resources and leaders.
- 2) treat all team members with dignity and respect
- 3) understand and support Spring Hill's mission and values
- 4) work with other team members
- 5) assist in the training of other team members (as required)
- 6) attend and participate in discussions at team meetings
- 7) become knowledgeable and capable on all jobs in your skilled trades classification on your team
- 8) participate and support Area activities
- 9) cover absenteeism whenever needed in team, group, area or plant
- 10) participate in the process to make decisions within the team
- 11) understand and comply with all rules of conduct regarding appropriate behavior
- 12) plan attendance and vacation time-off with appropriate approval
- 13) understand and attend required training

Quality

Building quality products is a key to securing our future. Team members are expected to:

- 1) follow standardized process (job plans) for all operations
- 2) notify leader of problems related to the function of tools, equipment, fixtures, devices and parts (operation, wear, etc.)
- 3) wear mutilation protection and use due care with tools, equipment, fixtures, devices and parts to prevent damage to the product
- 4) perform routine maintenance, PM's and repairs as assigned
- 5) respond to all equipment/production calls before line stops whenever possible
- 6) minimize production downtime, while making sure all safety practices are followed
- 7) implement corrective measures so that problems do not re-occur

Responsiveness

Meeting production schedule every shift, every day is vital for the long-term success of Spring Hill. Team members are expected to:

- 1) follow standardized process (job plans)
- 2) assist in development of work place layout and job design
- 3) assist in daily work-place organization and job set-up (as required)

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- 4) ~~suggest and~~ help implement ideas to reduce waste **and participate in the UAW/GM Suggestion Program.**
- 5) perform required shift start-up equipment and tooling checks and identify defective equipment and take corrective measures
- 6) perform periodic checks during shift as required for PMP
- 7) report any problems to your leader
- 8) perform PM's, repairs and work orders as assigned
- 9) keep track of checks – PM's and PMP
- 10) respond to equipment and production stop issues

Cost

Improving and controlling costs supports the long-term viability of Spring Hill.

Team members are expected to:

- 1) pursue reductions in indirect material costs
- 2) perform to budget
- 3) ~~suggest and~~ help implement ideas to reduce waste **and participate in the UAW/GM Suggestion Program.**
- 4) utilize indirect material access responsibly
- 5) utilize return and warranty procedures for tools and repair components
- 6) reduce on hand quantities of maintenance indirect materials as needed
- 7) ensure accuracy of timekeeping system

Competencies

The established competencies for team members are to enhance a team members ability to achieve the GMS goals.

- 1) **Adaptability – Participates in promoting a more effective learning environment through continuous improvement for the team and area.**
- 2) **Communication – Understands and promotes processes of SPORCE. Participates in submitting ideas, suggestions and improvements related to the product, process and facility.**
- 3) **Results Orientation – Follows required safety, ergonomic and GMS practices; Builds quality products by meeting specified requirements daily (standardized work); Assist in improving and controlling cost for the team.**
- 4) **Teamwork (Building Relationships and Partnerships) and Diversity (Integrity/Trust/Ethics/Values) - Supports a manufacturing environment based upon the principles of teamwork, mutual trust and respect.**

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TEAM LEADER (SKILLED TRADES) RESPONSIBILITIES

The role of the Team Leader is to lead the team in day-to-day operations to meet safety, people, quality, responsiveness and cost (SPQRCE) activities.

The role of the Team Leader is to support and lead the team by implementing the processes required to achieve the (SPQRCE) goals by demonstrating the established competencies outlined in the Team Leader's role.

Safety

Safety is the overriding priority of the organization. The responsibility of the Team Leader is to encourage and ensure that:

- 1) required safety, ergonomic and work practices are followed. ~~including updating Green Cross charts daily~~
- 2) all team members follow safety rules and practices
- 3) hazardous waste handling practices and proper disposal procedures are maintained and followed
- 4) evacuation and emergency procedures are posted and ~~understood by~~ **communicated to** all team members
- 5) safety and ergonomic resources are involved to identify and resolve potential safety issues
- 6) work area is inspected ~~and free from~~ **for** potential safety hazards or problems
- 7) personal protective equipment is worn as required
- 8) team members are trained in all required safety practices
- 9) all safety incidents are reported to the Group Leader
- 10) the ~~work unit~~ **team** is represented at the Area safety committee
- 11) safety incident investigation assistance is provided to Group Leader
- 12) **the "Employee Safety Concern Process" is communicated and utilized by the team**

People

People are the foundation upon which a successful organization is built. The Team Leader is required to provide leadership to the ~~Work Unit~~ **team by:**

- 1) understanding and supporting Spring Hill's mission, philosophy, and shared values
- 2) treating all team members equally and fairly with dignity and respect
- 3) promoting teamwork within the team
- 4) ~~addressing~~ **assist and support** team members **in the resolution of** problems, concerns or complaints

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- 5) participating and contributing to team and Area activities such as the Business Plan Deployment (BPD) Process and daily review as required to run the business
- 6) encouraging team members to submit ideas, suggestions and improvements related to the product, process or facility participate in the UAW/GM Suggestion Program
- 7) ensuring team members understand and follow harassment and discrimination policies
- 8) communicating problems to the appropriate leadership
- ~~9) reporting requests for time off, absences and headcount requirements to the Group Leader daily~~
- 9) communicating frequently and openly to all team members, leadership and other resources
- 10) ensuring required reports/records (SPQRCE and QNPM) are submitted/posted
- 11) organizing and facilitating team meetings including written minutes
- 12) understanding and implementing required training plans, assist in team skills assessments and training schedule needs.
- 13) attending meetings and communicating information back to the team as required
- ~~14) ensuring a process to make decisions is utilized by the team and if the team is unable to reach agreement the Team Leader is responsible for making the decision~~
- ~~15) understanding and implementing required training plans~~

Quality

Building quality products is a key to securing our future. The Team Leader is required to provide leadership by ensuring:

- 1) equipment, tools, fixtures and devices are fully operational
- 2) team members, equipment, tools, fixtures and devices are protected to prevent mutilations
- 3) preventive maintenance is performed
- 4) team members perform and record required in-process inspections (i.e. PMP)
- 5) feedback is provided regarding quality problems
- 6) discrepant material procedures are followed
- 7) problem solving processes are used within the team
- 8) identification, development, and application of error proofing devices are utilized
- 9) quality compliance requirements are met
- 10) PM's and work orders are closed on time with Skilled Trades Team Member, CAC and Planners involvement
- 11) assistance in downtime collection, evaluation and project planning with the Group Leader, Maintenance Superintendent, Area Manager and Technical Resources.

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- 12) writing, evaluating and assisting Skilled Trades Team Members to help them understand the importance of MAXIMO PMs and Work Orders process

Responsiveness

Meeting production schedule every shift, every day is vital for the long-term success of Spring Hill. The Team Leader is required to provide leadership by:

- 1) ensuring team members follow standardized process (job plans)
- 2) provide input to production work place layout and job design elements
- 3) ensuring daily workplace organization (as required)
- 4) implementing ideas to reduce waste
- 5) ensuring there is a liaison between engineering and the team
- 6) ensuring that the team SPQRCE and QNPM data is updated daily
- 7) ensuring the preventative maintenance schedule is implemented and maintained
- 8) notifying appropriate indirect material resources when inventories are below appropriate levels
- 9) assisting Group Leader in ensuring team is performing productive work activities during unscheduled downtime
- 10) ensuring equipment start-up activities are performed
- 11) assisting Group Leader with downtime reports
- 12) wearing and utilizing the radio for communication and receiving information
- 13) assisting Team Members in daily operation needs including locating and procuring parts and materials.
- 14) participating in Throughput Improvement Process (TIP), Problem Solving and GMS activities
- 15) assisting planners to evaluate projects and work orders to determine resources, material and time requirements

Cost

Improving and controlling costs supports the long-term viability of Spring Hill. The Team Leader is required to provide leadership by:

- 1) ensuring discrepant material is processed appropriately and timely
- 2) monitoring and reducing indirect material costs, perform indirect material planning and inventory control.
- 3) reviewing performance to budget with the team
- 4) ~~suggesting and~~ implementing ideas to reduce waste and participating in the UAW/GM Suggestion Program.
- 5) ensuring cost and budget goals are obtained
- 6) ~~ensuring accuracy of team members time reporting~~

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- 6) ensuring return and warranty procedures are being followed for tools and repair components

Competencies

Skills, behaviors and abilities combined form the competencies required for people to perform their responsibilities. The competencies established for Team Leaders are:

- 1) Adaptability – Assists in promoting a more effective learning environment through continuous improvement for the team and area
- 2) Communication - Understands and promotes the processes of SPORCE to team members. Provides feedback both upstream and downstream to leaders, team members, and customers; encourages team members to submit ideas, suggestions and improvements related to the product, process or facility.
- 3) Results Orientation – Provides leadership requiring safety, ergonomic and work practices are followed within the team; Ensures building quality products by meeting specified requirements daily (standardized work); Addresses internal and external problems, concerns, or complaints; Assist in improving and controlling cost for the team
- 4) Build Relationships and Partnerships – Supports resolutions of issues with all resources/customers, both external and internal.
- 5) Decision Making - Lead the team in day to day operations to meet safety, people, quality, responsiveness and cost activities
- 6) Integrity/ Trust / Ethics / Values – Treat all team members equally and fairly with dignity and respect
- 7) Priority Setting / Organizing – Eliminates roadblocks; Create focus; Uses resources effectively and efficiently
- 8) Technical capability – understands technology, equipment and technical systems as well as computer based systems to support maintenance operations (i.e Maximo, Indirect Material, etc)

Team Member – Evaluation Process

During the course of these negotiations the parties recognize and agree to the vital importance of the “Team Member Evaluation Process” as it applies to GMS.

It is understood by the parties that this process is a key measurement General Motors considers when assessing a plant’s competitive position

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for New Product Allocation. This evaluation process will occur at least annually for developmental purposes only (not to be punitive), providing regular feedback to team members on their performance to competencies, plant requirements and roles and responsibilities. This process will help to ensure Spring Hill remains the most effective and competitive organization within General Motors when obtaining future products. This process must be agreed to by the Parties prior to implementation.

TEAM LEADER SELECTION PROCESS

Team Leader positions applications will be accepted will be posted quarterly semi-annually. Team members interested in making application for the pool of Team Leaders may do so by submitting an application to ~~People Systems~~ Human Resources. Team members may make application for their ~~Work Unit~~, Team, Area, Business Unit, and Site-wide, or any combination thereof.

Team members will be selected for the Team Leader position based upon the following criteria.

<u>Points</u>	<u>Maximum</u>	
1. Training <u>Training/Education</u>	30	<u>20</u>
2. Job Experience <u>GMS</u>	45	<u>40</u>
3. Discipline Record		10
4. <u>Job/Leadership Experience</u>		<u>15</u>
5. Leadership Reference	15	<u>10</u>
6. <u>Attendance</u>		<u>5</u>
Total		100

Team members with a satisfactory score of 75 points or greater will be eligible for consideration.

The members of the ~~work unit~~, Team by specific ~~crews~~, shifts will select a team ~~members~~ leader from the list of eligible candidates from their Team ~~work unit~~. In the event there are no eligible candidates from the specific Team /shift ~~work unit/crew~~, the list of eligible candidates will be expanded to all eligible candidates from within the Area, then Building ~~Business Unit~~, then Site-wide, who have indicated they are willing to work on the shift (s) ~~crew(s)~~.

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