

***Capable Associates Perform Strongly: An In-depth Look
At Training, Development, Recognition and Involvement***

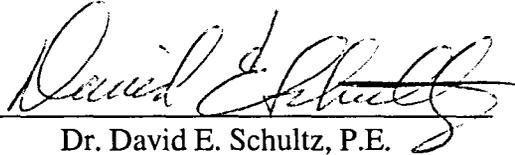
By:

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Submitted to the Graduate Faculty in partial fulfillment of the requirements
of the degree of Master of Science in Industrial Management in the
Department of Engineering Technology of the University of Southern
Indiana

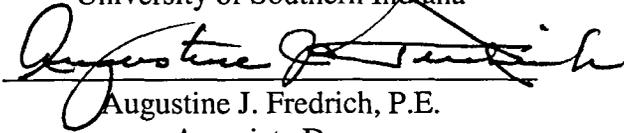
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Accepted by the Graduate Faculty, University of Southern Indiana in partial fulfillment of the requirements of the degree of Master of Science in Industrial Management.



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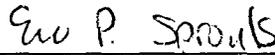
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Abstract

Julie Eagan, Beth Hafele, Scott Harrell, and Sheri Kennedy, Master of Science in Industrial Management, University of Southern Indiana, April 2002. *Capable Associates Perform Strongly: An In-depth Look at Training, Development, Recognition and Involvement*. Major Professor: Dr. David E. Schultz, P.E.

This project will focus on the importance of associate training, development, recognition and involvement within an organization. Initially, the associate involvement and developmental tools currently being utilized at Rexam Closures and Containers will be examined. Once this assessment has been completed, the developmental needs of the current workforce will be examined in order to determine what areas are not being addressed and to gauge effectiveness of the existing processes and programs. New tools will then be developed while current tools are redefined in order to meet the demands of the associate base. Actions will then be taken to gain support from management and develop implementation procedures in order to implement the new tools and filter them throughout the organization successfully. This step will involve detailed communication to the management team and the development of smaller focus groups to drive the programs throughout the departments, shifts, individual facilities and the organization as a whole. After implementation takes place, there will be ongoing evaluation to ensure that the desired results are being achieved. As the associate population changes, updates and revisions will be made in order to improve performance. These follow-up actions will be developed and performed by Human Resources and management team members throughout the organization.

Acknowledgement

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I. Background

A. Introduction

The organization now known as Rexam Closures & Containers was founded in 1953 as Sunbeam Plastics. Originally a producer of tile and children's toy components, Sunbeam Plastics entered the packaging industry in the 1960's with the molding and decorating of aerosol over-caps. Sunbeam became an industry leader in the 1970's with the introduction of the first one-piece child resistant closure. This innovation allowed the business to grow and expand into a new, larger facility, which is now the primary headquarters. The company's success continued in the 1980's when it launched a two-piece child resistant closure line and dispensing closure line. With the additional business resulting from these lines, another manufacturing facility was built in Princeton, Indiana. As the company moved into the 1990's business continued to grow with the addition of fifteen new product lines. The success of Sunbeam Plastics made the company an attractive acquisition for Rexam PLC – a leading world-wide packaging corporation. In 1996, the name was changed to Rexam Closures as part of a worldwide name recognition program, and then later to Rexam Closures & Containers as the organizational sectors were re-designed (www.rexamclosures.com, 2002). With the affiliation of Rexam, the organization continues to expand in the United States, as well as globally. In order to support the expanding business line and customer base, a third, highly automated, manufacturing facility is nearing completion in Madisonville, Kentucky. Also as a result, the Princeton facility underwent an expansion in order to increase production capacity and warehousing space. Plans for the future include an expansion of the Evansville facility.

As the product lines, revenues, and facilities continue to grow, so does the workforce. The expansion of the workforce and an acquisition by a large corporate firm (Rexam PLC) brings several cultural changes throughout the organization. From a small family owned company, came a large multi-facility organization. As Sunbeam Plastics, the company fostered a family-oriented atmosphere in which all associates (organization's term for employees) interacted on a daily basis developing both working relationships and personal relationships. The camaraderie signified commitment from all associates, no matter which department or level in the organizational structure, to make the company a success through teamwork and dedication. As the company evolved into a subsidiary of a global corporation, the commitment and dedication of the associates has taken a slight turn. The changes have been evident for several years and can be observed by increased turnover rates, lack of involvement in teams and company sponsored activities, and a general decline in overall morale. Associates seem to no longer feel the company is meeting their needs and expectations, therefore their desire and commitment levels have gradually decreased.

Rexam Closures & Containers is experiencing the "growing pains" that many organizations across the globe battle on a daily basis. Changes in corporate philosophy coupled with the constantly changing workforce values, create a mix, which is often times difficult to manage. Rexam Closures & Containers' current philosophy is expressed in the mission statement, which is "To be the best source for innovative closure systems and healthcare containers, providing safety, seal and convenience on a global basis" (www.rexamclosures.com, 2002). From this statement it appears that the primary focus is innovation and being a leader in the industry, which are goals for most

businesses. But, nowhere is the associate component evident. Unfortunately, associates may view this as a sign that they are not a valued component in the equation for success. This can, and does result in resistance to change and overall morale and performance issues.

As the corporate world becomes ever more competitive, companies are not only fighting for market share, but for resources, particularly human resources. The question is, “how do companies attract and retain qualified human resources and still maintain a competitive position in the market?”. The key is to determine exactly what the workforce values and determine which of those components are feasible for the organization to offer.

In order to create a clearer picture of the environment within Rexam Closures & Containers, the table below details the current workforce demographics:

Table 1

Workforce Demographics as of March 2002	
Number of Associates	502
Male Population	78%
Female Population	22%
Average Age	38 years
Average Length of Service	9 years
Education Levels:	
Associate Degree	144
Bachelor Degree	95
Master Degree	14 (+17 in progress)

Source: Rexam Closures & Containers Human Resources Data, March 2002

Throughout the remainder of this paper, there will be discussion regarding the needs and expectations of today's workforce by examining existing theories and studies. Next, focus will be shifted toward Rexam Closures & Containers in order to determine the company's current status and proposals for changes to help enhance the effectiveness of the organization. Lastly, the impact of such changes will be examined.

B. What is Meant by Associate Development, Involvement, and Recognition?

From the Human Resources viewpoint, practices of associate involvement, recognition and overall associate development can help strategically place a company far ahead of its competitors. It is important to understand exactly what is meant when these topics are referenced. There is a direct link between each.

Associate involvement entails including associates in the information gathering, decision making and implementation processes of business activities. Programs, which focus on associate involvement, can range from suggestion systems to self-autonomous work units. The programs can have a positive influence on both product or service quality and morale (Harris, 1993: 350-351).

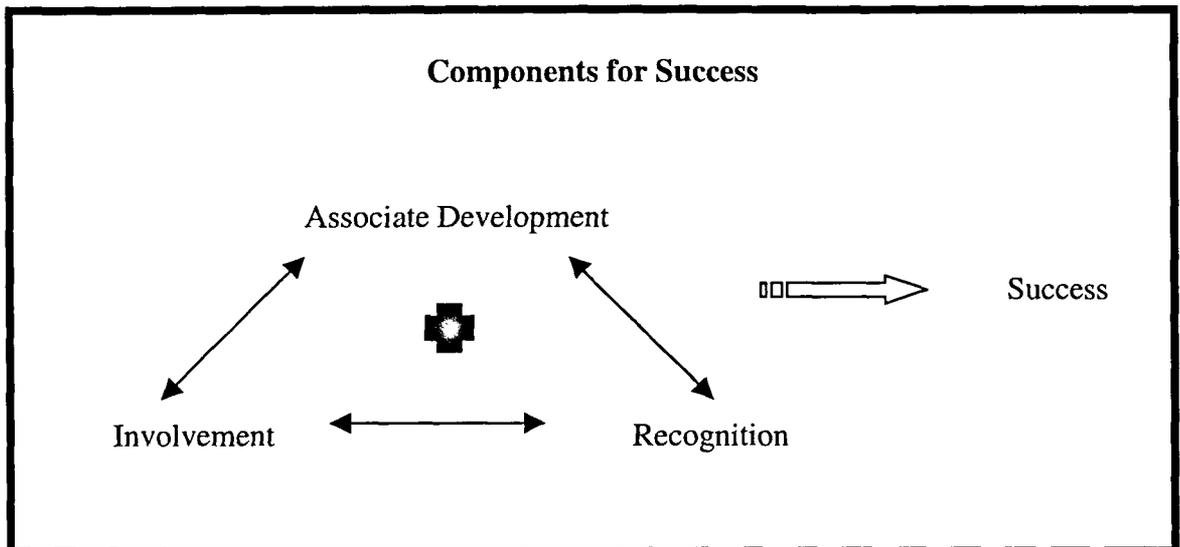
When associates are involved in the varying aspects of the organization, it is extremely important that their efforts be recognized, which is exemplified through recognition programs. Programs falling within this area may include management recognition, peer recognition, and appreciation programs.

In order for involvement and recognition to take place, there must be programs in place for associate development. Associates must possess the necessary skills in order to be able to have a positive impact in their jobs and for the organization as a whole. Development programs center around training, whether it be job specific,

communication, or other personal development training. These programs enable associates to broaden their knowledge base and increase their overall effectiveness.

In order to set the stage for success, all three components mentioned above (development, involvement and recognition) must be present in an organization.

Figure 1



Source: Harris, 1993: 350-351

Now that the “recipe” for success is known, does it actually work, and if so, why?

C. Supporting Theories

In order to understand why developing, involving, and recognizing associates is important to organizational success, it is necessary to look at what motivates associates. There are several theories, which attempt to explain associate motivation. The theories can be divided into two broad categories, needs and intentional choices. Both theory types focus on internal and/or external factors. The needs theories focus on the content, or what is identifiable, in the motivation “picture”. The intentional choice theories, on

the other hand, focus on the process, or what goes on between the associates and the environment.

As we examine the needs theories, we uncover the underlying theme, which is the focus of the theories. This theme is that people have certain inner needs that lead to drives. In response to these needs, one takes action then receives feedback indicating the degree of satisfaction. If the need is satisfied, the behavior is repeated. If the need is not met, the behavior pattern is changed until the desired satisfaction level is reached.

Theories, which belong in this category include:

- **Maslow's Hierarchy of Needs** – Individuals must satisfy lower level needs such as physiological and safety before being motivated to achieve higher levels such as esteem and self-actualization. This is a well-known and highly regarded approach (Maslow, 1968:10).
- **Herzberg's Motivator-Hygiene Theory** – Herzberg classified job characteristics into satisfiers and dissatisfiers, which function as motivators and hygiene factors. The satisfiers (motivators) relate primarily to job content (achievement, growth, and recognition) whereas the dissatisfiers (hygiene) relate primarily to environment (working conditions, interpersonal relations) (Herzberg, 1996).
- **Acquired Needs Theory** – McClelland proposed that certain needs are acquired from our culture, such as the need for achievement, power, affiliation, and recognition. By focusing on these “needs” organizations have a better chance of satisfying associates (Maehr & Kleiber, 1981; McClelland, 1962).

The second category of theories, process or intentional choice theories, are concerned with the situation and how communication processes influence one's decision to act one way or another. Examples and explanations of theories within this category follow:

- **Expectancy Theory** – Argues that motivation is a product of three intervening factors, which are expectancy, anticipated satisfaction and instrumentality. This theory is based on a normative model (Tosi, Rizzo, & Carroll, 1986: 240-246; Vroom, 1964).
- **Equity Theory** – Basis for the theory is the power of social comparison. This theory argues that one will be motivated to choose a behavior when there seems to be a fair exchange to be made (Harris, 1993: 445).
- **Goal – Setting Theory** – Argues that the critical antecedent to task-relevant behavior is one's intention to reach some goal. The goal is the motivator, not the associates' reward (Wood & Locke, 1991).

Each theory mentioned above does have some relevance in business. Depending upon the management style, the organizational culture and the individual associates, some theories may have more relevance in certain organizations and industries than in others. It is important for management in all organizations to review the theories that exist to get a feeling for what may or may not have a motivational impact on their associates. By establishing a motivational basis, management has a greater chance of satisfying, motivating, and retaining associates (Harris, 1993: 428-454).

When looking at organizational motivation, managers must realize that motivators may vary from person to person, but there are many that overlap throughout the organization. It is the organization's objective to determine what works for their associate population in order to help associates reach their highest potential. When implemented and used appropriately, motivational methods can develop skilled and productive workers, encourage high-quality performance, create an effective team, help associates find greater job satisfaction, and prepare departments for future needs. This is the connection between motivation factors, associate development and involvement.

In 2000, Business & Legal Reports developed a list of the Top Needs & Desires of Associates Today. Table 2 below summarizes those results:

Table 2

<i>Needs & Desires of Associates Today</i>	
• Coaching	• To be treated fairly
• Accurate and timely feedback	• In control of work
• Challenges	• A team member
• Recognition	• Training
• To be informed	• Interesting work
• Clear goals	• Responsibility
• Opportunities for growth & advancement	• Respect
• Participation in decision making	• To be listened to
	• Sense of belonging

Source: Business & Legal Reports, 2000

There is a common theme for those items listed above. All of them relate or fall directly into programs concerning associate development, involvement and recognition.

This is why these areas are vital to the success of an organization. In order for the above items to work, the company and managers must have a clear vision, a sense of direction, commitment to their job and the company, accessibility to associates and trust.

Motivated associates are more productive, cooperative, and satisfied (Business & Legal Reports, 2000).

II. Relevance to Organization

A. Why Training, Development, Recognition and Involvement are Needed

Although often viewed as an expense, investment in training, recognition programs, and other efforts to improve human resources actually increase the overall value of the organization. In one study conducted by Hewitt Associates, a consulting firm, and the University of Wisconsin and Vanderbilt University, the average stock returns from Fortune Magazine's "Best Companies to Work For" were analyzed over a seven-year period. Companies on the list were found to have outpaced a broad range of their counterparts by an average of 56 to 87 percentage points. Such findings would indicate that people friendly practices benefit the bottom line (Terez, 2002: 22).

WatsonWyatt, another consulting organization, surveyed 405 publicly traded companies of all types, asking 72 broad ranging questions on subjects such as training, communications, workplace culture, and job satisfaction. Using a statistical formula, they developed a Human Capital Index (HCI) score for each company. Companies were segmented into one of three categories: low, medium, or high. The companies with high HCI scores delivered an average of 103 percent total return to shareholders over a five-year period, compared to 88 percent for medium HCI companies and 53 percent for low HCI companies (Terez, 2002: 24).

Spending more per associate on training can also reduce turnover. According to Richard Roth, managing director of Hackett Benchmarking and Research, “Companies that spend \$218 per associate annually in training and development have more than 16 percent voluntary turnover. Companies that spend \$273 per associate have less than seven percent annual voluntary turnover, on average (Lachnitt, 2001: 52). Companies that spend more than the average amount of \$252 per associate, have a higher placement rate for internal hires, reducing recruiting costs and downtime, while increasing associate satisfaction. A training and development plan can be linked to internal succession planning in which the new skills and competencies lead to other opportunities within the organization (Workforce, 2001: 66).

A study recently completed by the Center for Effective Organizations at the University of Southern California closely examined the management practices of the Fortune 1000 companies. Their study demonstrates that associate involvement practices such as information sharing, skill training, rewards programs and empowerment efforts, show a significant bottom line return. Ed Lawler and Susan Mohrman, who conducted the study in 1999, found that companies that utilized high levels of associate involvement practices had a 66 percent higher return on sales, a 20 percent higher return on assets, a 20 percent higher return on investment and a 13 percent higher return on equity (Cauldron, 2001: 26).

Another study currently being conducted by Chris Ryan, director of the Peoples Strategy Practice for the Chicago Market Circle of Anderson’s Human Capital Group, has indicated that companies who invest in positive human resource practices achieve a higher total shareholder return than companies that do not. The study also reveals that

15-30 percent of a company's total value can be directly correlated to specific human capital practices (Cauldron, 2001: 28).

Associates are now more strongly committed to an organization when the organization hires selectively and develops them continuously. They are looking at their co-workers and how they are being developed and trained and what opportunities are provided them. According to the 1998 America at Work study conducted at Aon Consulting Worldwide Inc., a Human Resources consulting firm based in Chicago, two of the three best predictors of associate commitment include the extent to which associates believe their co-workers are receiving adequate training, and associates' perceptions of how well their co-workers' skills are keeping pace with job demands. Workers in medium-sized organizations appear to be the most concerned with the adequacy of co-worker skills. This is due to a person's natural tendency to want to be part of a winning team. A winning vision usually translates into greater associate commitment, but associates want to be invited to play instead of stand on the side-lines (Laabs, 1998: 50).

At Merck & Co Inc., the firm's managers are no longer judged by number ratings, but "on whether or not they are utilizing their workers in the best way, and whether they are developing their people." Developing people is the new mandate for employers. If organizations really value their associates, the more they know and the better their skills are, the better their output will be (Laabs, 1998: 51).

This trend is being pushed by the new associate relationship. Associates are increasingly looking to their employers to create and uphold a learning environment in which teams can be the best they can be—supplied with the right people, the right

development and the right career opportunities. It is all motivated by people figuring out ways to enhance themselves in terms of them getting additional pay, making themselves more valuable to the company, and getting training and mentoring (Laabs, 1998: 52).

The challenge for Human Resources and the entire organization is to provide a learning and development environment that meets both the organization's needs—and associate's demands (Laabs, 1998: 52).

B. Organizational Components for Optimal Involvement

In order to set the stage for an organization to have optimal involvement, several components must be present. The six components which have been shown to have the most influence on creating job satisfaction, increasing associate commitment and reducing turnover are: management support, significance of issues, feedback, ease of involvement, clarity of issues, and personal meaningfulness. Each component is described in more detail below:

- **Management Support** – In order for any program to be successful, there must be management support. Involvement and development programs are no different. This support must begin at the highest level and descend through the remaining management layers. Associates must see that management is in favor of the programs and will stand behind them in all circumstances. Many times management may be supportive of a program in the beginning stages, but later the commitment level declines. When this lack of commitment occurs, associates soon learn that programs will come and go as management sees fit, therefore associates lose interest from the start. In order to avoid this, management can show support by effectively reducing the interpersonal risk level between superiors and subordinates, thus

creating a mutual trust. This trust opens the lines of communication and enhances effectiveness of the programs in question.

- **Significance of Issues** – Significance of issues is many times a matter of perception. Associates may not see a direct link between their job responsibilities and the overall program goals or how the program will impact the workplace and workforce. It is essential to paint a clear picture of the link between each associate, department and the end goals. To aid in the development of an accurate perception, it is important to involve associates in the program design and creation. By creating this link, associates gain a sense of ownership and commitment to reach the program goals.
- **Feedback** – Feedback serves many purposes in an organization, particularly in regard to associate involvement and development. Feedback provides learning through the reinforcement of productive job behavior, motivation, reduction of uncertainty, and the creation of mutual trust. It is important to remember that feedback is two-directional and must be encouraged as such.
- **Ease of Involvement** – Associates must view programs as easy to access and easy to participate in. If the process becomes too involved and cumbersome, associates will not bother with them. They will weigh the benefits and costs to determine if it is worth the effort needed. In order to encourage as much participation and support as possible, the programs must be developed with ease in mind.
- **Clarity of Issues** – There must be a clear view of the program’s focus, steps to follow and goals/outcome. If an organization does not provide a clear display of this information, associates may feel that there is a “hidden agenda” and be skeptical from

the start. It is important to make this information as clear as possible to foster interest and enthusiasm.

- **Personal Meaningfulness** – Associates usually want to have the opportunity to provide input on something that will directly involve or impact them. By allowing associates this opportunity, the organization is creating involvement from the beginning, which will likely continue as the program takes hold and is communicated throughout the company (Thomas, 1991: 25-40).

By identifying these areas and committing resources to sustain them, an organization is well on the way to establishing an environment supportive of development and involvement programs.

C. Effects on the Organization

Once a company has made a commitment to pursue programs that encourage and promote involvement and training, they must understand that there are individual and organizational effects to consider. Some of these effects will have positive benefits for all involved while others can have a negative impact. Due to this, the company will need to understand each of the possible effects that can occur and do everything possible to have all the necessary components in place to realize the positive impacts, not the negative.

Individuals who work for an organization that encourages training and development as well as recognition and involvement prosper in a couple ways. These individuals are usually more satisfied with their jobs due to the fact they are more involved in what is occurring within the organization. They feel that their actions and their input have a direct impact in the success of the business. This feeling leads to a

sense of pride and an increased level of motivation. An ego need has been fulfilled and the day-to-day activities of work are more enjoyable (Thomas, 1991: 11).

From the organizational standpoint, several benefits are also realized. Through training and involvement, organizations are utilizing their manpower to the utmost extent. With the increased skills and knowledge, the associates seek challenges and increased responsibility. From this action, higher productivity and better quality is often achieved. Associates, who are motivated and anticipate a reward, gain an incentive to work harder. They see this as an opportunity to develop both personally and professionally. With the increased responsibility comes a sense of leadership and pride, which can lead to a better quality product. Through the involvement and training of associates, organizations gain a more complete and accurate picture of the day-to-day activities. Better decisions are made due to the improved accuracy of the information as well as the “team” contributing options and solutions as opposed to only the managers who may or may not know as much as the associates who deal with the issues on a day to day basis (Thomas, 1991: 12-13).

As with anything, there are also negatives that can be associated with a new program. As associates develop new skills and have increased responsibilities, salaries are going to rise thus increasing the operating costs of the organization. Another cost increase will be the additional training costs to increase, and later maintain, the associates new skills and knowledge levels. Expectations will increase for organizational changes and dissatisfaction may result if the program is limited or fails. The company may meet with possible resistance from middle managers or even upper management. If this would occur, the program will be doomed to fail. Associates may become frustrated and

dissatisfied with the process if their training and new environment does not meet their expectations. As with all new programs, those involved need to understand it is a slow process. In time, things will begin to take shape and progress will be made (Thomas, 1991: 13).

III. Data Collection

A. Feedback Mechanisms

Associate surveys are a common and effective method of monitoring the pulse of the organization. They typically are used as a management tool to assess a level of associate satisfaction with selected facets of their job such as: pay, the content of their job, supervision, the work environment, perceptions of quality, safety, etc. An organization may elect to utilize some type of existing and established scale, such as the Job Descriptive Index or The Pay Satisfaction Questionnaire if they are wishing to monitor specific facets of satisfaction and compare them to standard or normalized ratings, or they may choose to develop a survey instrument specific to their own organization (Noe, Hollenbeck, Gerhart and Wright, 2000: 371).

There are advantages to conducting surveys on an on-going or regular basis. First, it allows the company to monitor trends over time and focus attention on those issues it deems to be of primary importance. Secondly, it provides a means of empirically assessing the impact of changes in policy, personnel or other factors on associate attitudes. Finally, if the survey does incorporate some type of standardized scale, it can allow the company to compare itself with other organizations along the same dimensions.

If the company stratifies the results of the survey by departments, shifts or operating units, they may also benchmark differences between individual units. This information may be lost or generalized if the results are viewed as a whole. Examined independently, “best practices” may be identified within particular units (Noe, 2000: 375).

Periodic surveys also give associates a structured and constructive outlet for voicing their concerns and frustrations. Research has shown that associates’ abilities to handle dissatisfying work situations are enhanced when they feel an opportunity to air their problems exists (Farrell, 1983: 376).

Survey feedback techniques may also be used as the basis for a change process. In this process, rather than simply collect data for analysis and monitoring, as is often the case with attitude or morale surveys, data is gathered, analyzed, summarized and returned to those who generated them to identify, discuss, and solve problems (Morehead and Griffin, 1998: 553). The organization’s top management generally initiates a survey feedback process. A consultant or change agent typically coordinates the process and has the responsibility for gathering the data, analysis, and summary. This is a three-stage process.

In the data-gathering stage, the consultant interviews selected personnel to determine the key issues to be examined. Information garnered from the interviews is used to develop the survey questionnaire, which is distributed to a large sample of associates. Data is aggregated by groups to ensure participant anonymity. A summary of results is prepared by the consultant for group feedback sessions. From this point

forward, the consultant is involved in the process as a facilitator and expert (Morehead, 1998: 554).

Normally only two or three levels of management are involved in feedback meetings. These meetings usually are held serially, first with top management and then with groups of managers, supervisors or associates at other levels. In the best run scenario, the group manager rather than the consultant leads the feedback meeting, in order to transfer “ownership” of the data back to the group. Feedback consists primarily of profiles of the groups’ response on the questionnaire. During the meetings, participants are encouraged to discuss reasons for the scores and the underlying issues which the data represents.

In the process analysis stage, the group examines the process of making decisions, communicating and accomplishing work, usually with the help of the consultant. Of the three steps in the process, this is the step most often overlooked. Often the feedback sessions are simply not held or the groups become bogged down reviewing the data rather than examining the underlying reasons behind it. The process analysis stage is important because its purpose is to develop action plans to make improvements. Multiple sessions may be required in order to fully evaluate the issues and settle on a plan for improvements. A follow-up survey should be administered within a year to assess if the process improvement plans have made a positive impact on the identified problem areas.

Used correctly, the survey feedback method is one of the most effective change and development interventions. However, if any one of its stages are compromised or omitted, it becomes much less useful (Morehead, 1999: 555).

B. Feedback from Rexam Closures & Containers Associates

Rexam Closures & Containers has a history of utilizing survey instruments to monitor associate attitudes and morale going back at least twenty-five to thirty years. The early surveys were developed and administered internally by the Human Resources Department and covered a wide array of issues ranging from satisfaction with pay, work environment, safety, perception on quality, and customer focus. Surveys were completed anonymously and data was analyzed by shift and department. These results were reported to top management first, and then to department heads, lower levels of management and finally shared with the organization.

In the late 1980's and early 1990's, Rexam contracted with an outside professional survey organization to conduct attitude surveys. MRA Institute of Management (MRA) was selected to provide a standardized instrument, collect and analyze the data and provide a comprehensive summary to management on their findings. Survey results were stratified and reported by subgroups (shifts and/or departments, by plant location). Sixteen survey categories were used. (Due to the confidential nature of this material, the results are unavailable for publication).

Rexam Closures & Containers recognized several advantages in utilizing an outside resource for the survey. First, an outside "expert" provided a higher level of perception of anonymity to the participants, hopefully allowing for more honest and useful feedback. Second, the organization could benchmark the results of the survey against other non-union manufacturing organizations. Third, by utilizing an outside resource, top management could divorce itself as a group from the development and

administration process. They could focus on the results reported without being defensive about having ownership of the instrument or having concerns of the validity of the data.

MRA conducted three surveys over a period of several years and results were benchmarked against outside organizations and with internal year-to-year results. Management utilized the information to identify trends and to develop corrective action measures in order to enhance associate satisfaction.

After three surveys, conducted over a five-year period, Rexam Closures & Containers ended its relationship with MRA due to the costs associated with conducting the survey. For several years Rexam experienced rapid growth and structural changes and did not conduct surveys. In 1998, Rexam Closures & Containers elected to again conduct an attitude survey. The survey was developed by Human Resources and the management team of Rexam Closures & Containers. It was then conducted and the data summarized by an outside resource, a college intern. The survey was anonymous and focused on six themes. (Due to the confidential nature of this material, the results are unavailable for publication). Results were reported to the Director of Human Resources, who then shared the results with top management. The survey results were not particularly flattering and as with most surveys, tended to focus attention on what needed improvement. Management response was generally defensive and the format of the survey and validity of the responses were questioned. This survey information was not shared with the organization due to management skepticism.

In 2000, Rexam again elected to conduct an associate survey. Having learned from the previous experience, an outside expert was contracted to develop and conduct the survey. Dr. Thomas E. Harris, Ph.D. is a professor of Communication at the

University of Alabama, the author of several textbooks and numerous journal articles, and an expert in organizational change and dynamics. Dr. Harris also has a working relationship with Rexam Closures & Containers of over twenty years. He has conducted training for associate groups, supervisors, and top management. He is seen as credible by all levels of the organization and trusted by both the associates and the top management group.

Dr. Harris' survey was conducted anonymously and results were segmented by department, shift and plant for analysis and reporting purposes. Only direct manufacturing and manufacturing support department associates participated in the survey. This survey consisted of fifteen questions and focused on satisfaction levels with quality, safety, teamwork, communication, supervisory/management support, and customer focus. Another area of the survey dealt with retention. (Due to the confidential nature of this material, the results are unavailable for publication).

This survey was designed and intended to follow the three-step feedback process. However, when results were delivered to top management, they again were viewed as unfavorable. Because of the defensive posture of the management group, the results were not widely shared with the organization. Although not widely disseminated, the information gathered in the survey has been useful. Through Dr. Harris' on-going training and counseling work within the organization, the issues and problems identified in the survey have been brought to the attention of individual department managers, supervisors, top managers and some associates.

Dr. Harris has been able to conduct focus group meetings with associates and discuss some of the same issues identified in the survey—without referencing the survey results specifically. His feedback to the management staff after the focus groups had resulted in some action plans and changes in procedures.

Another result of the survey is the formation of a project team focusing on improving associate recognition, involvement, training, development and communication efforts. This group has also conducted focus group meetings and has had the opportunity to share information and make recommendations for changes and improvements to top management, plant managers and first line supervisors.

In addition to the surveys specific to Rexam Closures & Containers, Rexam Corporate developed and administered a survey with similar goals in mind. In June, 2001, a worldwide survey of Rexam associates was conducted with the goals of (1) determining how current associates feel about working for Rexam and (2) how those same associates would like to envision their work environment in the future. An independent organization conducted the survey with one out of every four associates (approximately 20-25%) being asked to participate (@Rexam, Oct 2001). Associates were randomly selected, resulting in a cross section of the workforce. Those surveyed included managers, production associates, varying age groups, males and females, and different ethnic backgrounds. It was conducted at 73 Rexam locations, spread across 21 countries and 16 languages. A total of 79% of those asked to participate returned the surveys (Global Corporate Culture Analysis London, 2001).

The survey focused on initiatives and programs to determine how well the specified items are known and understood. It also focused on behavior and feelings

toward job duties and the organization as a whole. After reviewing the results of the survey, the Corporate Communications Department is currently facilitating the establishment of a project team comprised of representatives from Rexam PLC and each Sector. This team will further review the survey results and attempt to bridge the gap between how the associates currently perceive the areas in question versus the associates preferred levels (@ Rexam, Oct 2001).

The results of the survey were broken down by sector and location levels. For Rexam Closures & Containers, the results were very similar to the results found through previous surveys, such as the one conducted by Dr. Tom Harris, as well as to the focus group results (which is described in the following section) obtained as part of this project. In the worldwide survey, it was discovered that a stronger focus on teamwork was needed. Associates were asked to score each question on a scale of 1 to 5. A rank of 5 being that they agree completely, with a rank of 1 meaning they disagree completely. The current score being 3.06 while the desired level (preferred) by the associates is 4.69 (Rexam Beauty & Closures Analysis of Corporate Culture, August 2001). Efforts that will aid in bridging this gap would be use of team training and changes in manufacturing measurements, which would promote more teamwork and less individual/shift comparisons.

A second area of similar responses existed within the topic of communication. Under the questions relating to communication efforts, the global survey showed that the current level of communication was scored at 3.53 while the associates preferred level was scored at 4.68 (Rexam Beauty & Closures Analysis of Corporate Culture, August 2001). In “Survey Rexam Beauty & Closures: A Constructive Analysis”, the Sector

Director of Human Resources is quoted as saying “...our associates expect more open communication and the possibility to exchange ideas within the Sector. We also understand the need to involve our people in more areas and generally improve our communication.” The President and Chief Executive Beauty & Closures Sector goes on to state, “Communicating is not only exchanging ideas, it is also a question of learning from others.” In an effort to enhance communications, Rexam Corporate is introducing a training program that will emphasize “The Rexam Way” – which will focus on Rexam’s core values for the future. Each Rexam associate will attend a one-hour training session for the kick-off of this program. As a follow-up to these training sessions, specific locations, one being Rexam Closures & Containers, has been targeted for focus group meetings. During these meetings, associates are randomly selected to spend time in a small group setting with an outside consultant in order to answer questions, air concerns, and discuss topics in relation to communication efforts within the organization.

Although Rexam Closures & Containers had various sources of information, it was believed that there was a missing piece that was needed in order to put the current status of the organization in perspective in regard to development, involvement and recognition. In January 2002, focus groups were developed and meetings held in order to generate the missing piece of information. By conducting focus group meetings, the organization was taking a different approach.

A focus group is a group of people asked to come together to discuss various issues for a designated amount of time. A survey is a set of written or verbal questions that individuals are asked to respond to with limited interaction. A great deal is lost if a survey is used as opposed to a focus group. The ability to watch body language, discuss

the issues, generate ideas and build relationships are all advantages of using a focus group as opposed to a survey. Due to past experiences mentioned, Rexam Closures & Containers' associates view a survey as just a piece of paper that someone fills out half-heartedly so that it can just be filed away somewhere. Therefore, many times, people do not take it seriously. Too many surveys have been performed without any action being taken, and are deemed too impersonal for the type of project that was being contemplated. Therefore, face-to-face communication through the use of focus groups seemed the best way to proceed. A focus group has the potential to be much more effective than a survey when wanting to actually discover how associates feel about certain issues. It also allows associates to offer their ideas, interact with others, and to build on one another's ideas.

Focus group members were chosen from all three Rexam Closures & Containers facilities. The groups were split between hourly and salary associates due to the belief that the training and development issues would be responded to quite differently depending on whether an associate was hourly or salary. It seemed more effective to separate the two groups. After the meetings were conducted, it was evident that each group did have different issues, therefore the separation was warranted.

Keeping associate's work and personal schedules in mind, the meetings were held either completely during work time or a split between scheduled work time and non-scheduled work time. Participants were paid for the entire time spent in the meetings in order to increase the likelihood of participation. Excluding one person who had a scheduling conflict, all others that were asked to participate in the focus groups were able to attend the meetings.

Each member was hand selected in order to create a mix of personalities, job titles, departments and demographics. One common trait that was used to select the members was their ability to be vocal enough to state their opinions or views in a small group setting. (Refer to Appendix 1 for biographies of the focus groups members.) It was believed in order to obtain accurate and pertinent feedback, a true cross-section of the associate population had to be utilized. With random sampling a true cross-section might not have been obtained. Caution was taken with the selection process to target associates with varying viewpoints in order to not inadvertently create a specific outcome.

The questions that were used in the focus groups were developed in advance to guide the focus groups through the discussion. (Refer to Appendix 2 for the focus group questions.) The questions focused on the four main areas being targeted, which were training, development, recognition, and involvement. A logical progression was followed with the development of the questions for each targeted area. The first step was to determine associates' current knowledge level of the various programs available. Next, the associates' perception of those programs was reviewed, followed by inquiries into potential additions, deletions, or revisions to programs to enhance their overall effectiveness. By standardizing the questions there was a measure of consistency between all the groups. Nine two-hour meetings were scheduled. In several of the meetings, issues were brought up that were not direct answers to the questions posed, but the discussion was not discouraged since the questions were only meant to generate discussion and encourage participation in the session. Any discussion of an issue relating to associate involvement, recognition, training and development was encouraged.

Occasionally, an associate would deviate from the issues and the facilitator would have to steer the group back on to the topics being discussed.

Overall, the focus groups were viewed as a success. This success was gauged by two factors. First, associates were given the opportunity to be involved and freely voice their opinions and views on current programs and practices. Secondly, management gained valuable information on the perceptions associates have regarding current programs and practices, in addition to recommendations for possible revisions. (Refer to Appendix 3 for a summary of the focus group meeting discussion and issues.) The associates that were at the meetings appreciated being asked their opinions and views as well as their ideas on improving the current programs and practices. Most said that they would like this type of meeting format to be used on several different issues and would enjoy the opportunity to participate in another focus group.

Results were tabulated at the conclusion of the focus group meetings and were summarized by location. From the information gained through the focus group meetings for this project, as well as historical survey data, it was evident that issues regarding Rexam Closures & Containers' training, development, recognition, and involvement programs needed to be addressed. The remainder of this project will focus on the areas identified during these sessions.

IV. Action Plans

A. Associate Training and Development

Rexam Closures & Containers offers numerous opportunities for training and development. Several of them are listed on the next page:

- **Tuition reimbursement for job related training:** Associates may take courses that are related to jobs within Rexam Closures & Containers and be reimbursed for the costs. In order to qualify for the reimbursement, a final grade of “C” or better is required. The tuition and book costs are reimbursed after the associate shows proof of payment and grade report card, showing the minimum grade requirement. (Refer to Appendix 4 for the Tuition Reimbursement Policy and Appendix 5 for the Tuition Reimbursement Form.)
- **On the job training-orientations and promotions:** Each newly hired associate receives two days of orientation, which involves learning Rexam’s policies, procedures, safety programs and job specific training. They also receive at least three weeks of one-on-one training with a designated trainer. Promoted associates also receive one-on-one training for at least two weeks, depending on the job to which they are promoted.
- **Outside Seminars:** Associates can obtain approval from their supervisor to attend an outside seminar that provides training in their area of work.
- **Self directed training:** Rexam Closures & Containers has purchased a CD ROM interactive training system for injection molding on which associates come in on a day in which they are not scheduled to work in order to train. They must call to make an appointment, but then they work at their own pace during the training.

- **Horizon Program:** This is a program developed by Corporate Management geared toward developing upper-management level skills. Participating associates are required to attend classroom and team training sessions which focus on various skills needed in order to be an effective manager.
- **Six Sigma training:** This is a program that deals with explaining a set of statistical tools that can be used to solve problems. There are black belts, green belts and yellow belts. Black belts have the most training, green belts have a significant amount of training and yellow belts just receive a basic knowledge of the various tools and how they are used. Within the next two years, all of Rexam Closures & Containers' associates will have had some type of training in this area.
- **Quality/procedures training:** Several of the quality and manufacturing procedures are reviewed by associates annually. This training takes place in order to inform associates of procedural changes and re-emphasize procedures and practices.
- **Maintenance Certification Program:** There are several classes that are required if an associate wants to promote into the maintenance department. Rexam Closures & Containers offers these classes to the associates at no cost and works around their work schedule so they are able to take the classes. The classes are offered through Ivy Tech Vocational College. (Refer to Appendix 6 for the Maintenance Certification Program Outline.)
- **Master of Science in Industrial Management Program:** This program began in Fall of 1998, with over twenty associates enrolled. Due to turnover and other various reasons, fifteen associates will complete the program Spring 2002.

Tuition and book costs were paid in advance by Rexam Closures & Containers. In order to make the program more accessible, classes were held on-site at the facility. Flexible class schedules were designed to accommodate work schedules and commitments. The degree program is offered through the University of Southern Indiana. (Refer to Appendix 7 for the Master of Science in Industrial Management program outline.)

- **Train-the-trainer/Designated Trainers:** Rexam has designated trainers that were chosen by their supervisor as knowledgeable in their job and capable of being successful in the trainer position. These people are paid an extra fifty cents on the hour and are trained annually on how to be an effective trainer. (Refer to Appendix 8 for a sample training checklist.)
- **Safety Training:** Rexam conducts various safety training for all associates in order to enhance awareness and prevent injuries. In addition to training, there are several safety teams that focus on certain areas, such as Ergonomics, Fork Truck Training, and Behavior Based Safety.

Although several programs exist within the organization, many of the programs are not well utilized. The focus groups offered several reasons why associates were not taking advantage of these opportunities. One reason being the twelve-hour work schedule. The non-traditional work schedule results in additional stress for associates, with the addition of family responsibilities and personal commitments. In order to take advantage of many of the opportunities, it is necessary for associates to come in on unscheduled days. This is due to lean staffing, which prevents associates from leaving the production floor in order to train, unless another associate is available to assume their

job responsibilities. The staffing issue has been a constraint for several years now and will not be solved during the course of the project, but it is being looked at more closely as a result of recommendations made by the focus group participants. However, training can be made to be more user-friendly for the twelve-hour schedule and it will be considered before any additional training is scheduled in the future.

Another issue that surfaced during the focus group sessions was a potential for loss of pay for the associates if they enrolled in the maintenance program. Even though the classes are paid for in advance by Rexam Closures & Containers, students have to leave early or come in late to attend class one day per week. In the future, the classes will be held on their second day off every week in order to keep associates from missing any scheduled work and pay. Another possible idea is to try to offer classes on-site in order to make it more convenient. Due to limited participation, this is currently not feasible.

Lack of familiarity with the various training programs available at Rexam Closures & Containers is another issue that was identified. The process of informing associates as to the various programs available through Rexam Closures & Containers needs to be re-evaluated. A special bulletin board has been developed and designated for use only for posting training and development opportunities. Training scheduled to take place within the next month will be posted on a calendar, which will then be placed on the training bulletin board. This will allow associates the opportunity to sign-up for upcoming training if they are interested. In addition, a report detailing the specific training that took place during the previous month will be posted. This will enable associates to investigate when similar training is scheduled for the future and how they

may enroll in the training. (Refer to Appendix 9 for an example of the monthly training report.)

The final issue associates mentioned was that they do not see a direct link between training and incentives. Although associates put forth the effort to participate in training opportunities, they are not automatically guaranteed advancement within the organization. This is not feasible with business conditions and the size of the workforce. Efforts are made to promote those associates who possess the most knowledge and experience, but advancement is not always immediate. It seems some associates do not feel that their training is valued unless there is immediate gratification by either increased compensation or position advancement. It is important to realize that this is not a reality in most businesses. Once this is realized, it is still important for associates to prepare themselves for advancement opportunities by furthering their skill base through additional training. In order to answer questions that exist as to what training and experience is required for certain positions, features will periodically be published in the associate newsletter. These features will focus on associate success stories in which additional training has resulted in promotions throughout the organization.

Associates need to understand that there are no guarantees, but “training is an investment in oneself”. This idea needs to be communicated and encouraged throughout the organization from upper level management to all other associates. In order to foster this idea, the organization must be willing to adapt into an environment which promotes and encourages constant learning. Once this idea is implanted, it is necessary to promote programs that are effective. This includes enhancing current programs as well as

developing new programs. There are five business practices that can turn the workplace into a learning environment:

1. Create an obsession with training and learning within the organization and make it part of everyone's job and make time available for these activities.
2. Fill the workplace with learning resources in every medium possible and give associates complete access to those resources; support all outside learning activities.
3. Encourage associates to set concrete learning goals with deadlines, but then meet those goals and deadlines in their own way and at their own pace.
4. Allow people to take assignments in diverse skill areas and move around the organization in order to build their knowledge.
5. Create a free market for mentoring: Teach everyone how to be a mentor and how to get a mentor (Tulgan, 2002: 1).

Many associates at Rexam Closures & Containers have been with the company less than three years and possess little or no previous experience in related fields from which to refer to. This lack of Rexam-specific experience often means some associates do not possess the necessary knowledge with regard to policies, procedures or the technical expertise to be completely efficient and effective in their various roles. This lack of familiarity may result in increased errors, which directly impacts production levels and the bottom line for the organization. During the focus group meetings, it was suggested to use "in-house experts" (experienced associates) to work more closely with less experienced associates. This additional "job shadowing" will allow associates a greater opportunity to become more familiar with specific equipment and procedures.

The current performance measures may be adversely affecting this sharing of knowledge. Associates are currently measured and assessed by the amount of production obtained by each shift, with a direct link to each individual. This fosters competition among the shifts and discourages the sharing of information between shifts. A recommendation has been made to upper level management to change the performance measurement methods by which individual performance is assessed and to focus more on overall results rather than on individual numbers. This suggestion, which is to assess production results by departments and time periods, (i.e. weekly) is being reviewed to ensure the data received will provide the organization the necessary data to make accurate business decisions. It is important that the suggested performance measurements give an accurate account of where problems may exist in order to increase production levels.

Another needed improvement that was mentioned is gaining the visible support of supervisors, plant managers and upper level management to endorse and provide training. Many times associates are cut short on their training by supervisors because of staffing issues and the need to support and maintain production goals and objectives. This instills a perception in associates that little emphasis is placed on quality and safety, and that the focus is solely on production quotas. Often the wrong message is being sent without even knowing or realizing it.

In addition, it was suggested that there be an annual assessment to determine the training requirements for associates. This assessment would provide the basis for development of a budget for annual training. Planning and budgeting provide a mechanism to make it possible for training to be made available for associates. On many occasions, associates are told training will take place and it never occurs due to lack of

funds or time. In an effort to change this practice, training needs have been solicited from all departments. The Training Coordinator will review this information to ensure all budgeted training takes place and is implemented within the year. In the past the Training Coordinator has focused primarily in the manufacturing area. The scope will now broaden to include all departmental training efforts.

The final improvement that was mentioned concerns those associates identified as designated trainers. Several associates throughout the organization are currently designated as trainers and have had “Train-the-Trainer” classes in order to enhance their communication and training skills. As an incentive, the trainers are paid for the additional time that they devote to training efforts. Although originally recommended by their supervisors as good candidates for a trainer role, some trainers are not viewed as effective once the role was assumed. The suggestion was made both by hourly associates and management to evaluate the trainers on specific criteria such as effectiveness, thoroughness, and attitude while performing their role as trainers. Therefore, an annual trainer evaluation has been created that provides supervisors with the opportunity to evaluate trainer performance. (Refer to Appendix 10 for Trainer Evaluation Form.) These evaluations will be reviewed by the Training Coordinator and management on a regular basis. If a trainer has consistently poor evaluations, they will be removed from the training role.

In addition to those changes to current programs mentioned previously, Rexam Closures & Containers is also working to develop new programs with regard to Training and Associate Development. One area in which all associates, including management, feel additional training is needed is quality. There are several programs that Rexam

Closures & Containers is going to begin that relate to quality. One such program is an internal auditor training session for those who will perform quality audits internally. These associates will be trained on general ISO (International Organization for Standardization) and the new standards as they are established. Another program that is scheduled to take place is a set of classes at the University of Southern Indiana called the Quality Toolbox. This is a course consisting of ten classes that teaches all the various tools that are used in quality measurement and testing. A third training session that will take place related to quality is preparing associates to take the test to be ASQ certified. This is a 10-week course to prepare the associates to take the American Society for Quality (ASQ) exam. Not only will this certification aid the organization in continuing quality control efforts, thus improving efficient production, it will also be used as a marketing tool to attract more business. By emphasizing Rexam Closures & Containers associates are committed to producing quality products, potential customers may be more inclined to place orders with the company. Continued business growth brightens the future for the organization and all associates. This training will be available to all associates.

Another area in which the associates desire a new training program is in product knowledge and customer knowledge. Most associates do not understand who Rexam Closures & Containers' customers are and the products on which the closures are used. They would like to know the big picture and how their job affects the customer and the final product. This information will be incorporated into a meeting held on a quarterly basis to discuss the "state of the business". These meetings will be conducted by the three Plant Managers and the Vice-President of Operations.

Interpersonal and/or communication skills surfaced as an issue in which everyone in the organization could use improvement. Communication problems are a dilemma that almost every business encounters, but it seems to be even worse when dealing with a work environment which operates twenty-four hours per day, seven days per week. Several training sessions will be held on this topic. Initial training involving communications skills and efforts has been conducted for the front line supervisors on how to hold an effective meeting, how to give and receive feedback and how to encourage two-way communications. This training will be expanded upon during future training sessions in order to focus on specific communication media and skills.

The Evansville facility seems to have the most substantial problem with teamwork. This is the largest of the three facilities and therefore teamwork is hindered more than at the Princeton and Madisonville facilities. In many instances teams have been formed for a particular purpose and disbanded shortly thereafter without completely addressing the purposes for which it was formed. This may be due to a lack of resources, such as funding and manpower, or lack of enthusiasm and commitment by team members, due to unclear goals or focus. Training specific to team formation, communication, and effective operation will be conducted initially with managers and supervisors. Once this step is completed, then training will be conducted with the other associates.

Lack of technical training is another major issue which is being experienced at all three facilities. There are not enough experienced associates, due in part to rapid expansion, to train others efficiently on machine processes. Rexam Closures & Containers should rely on experienced technicians for providing this training. Mold

Masters, a supplier of injection molding equipment, was retained to provide process training on several special purpose machines. Although associates commented that the training was helpful, the training needs to be customized to Rexam Closures & Containers and have a more hands-on approach.

The final program that associates felt would be beneficial was supervisory/management development. Many of the supervisors and shift leaders have been promoted from within. They were very good process operators on the production floor, and therefore were assumed to be primary candidates for supervisory roles. In some instances, this may not be the case. People do not necessarily possess the supervisory skills to be effective and successful in their new role. Prior to supervisors assuming their new position, a training program has been developed which they must complete. New supervisors will go to a two or three day training seminar specifically designed for new supervisors. They also will spend time in each department to learn the functions of those departments. This aids supervisors in knowing where to turn to get needed resources.

These new programs require additional resources that Rexam Closures & Containers did not factor in when developing the training budget for 2002. Information used to develop the departmental and organizational budgets for the proceeding year is compiled beginning in August. Therefore, the organization has applied for and received state-funded training grants to be utilized the remainder of 2002. These grants were created for manufacturing associates with traditionally limited skills, to help them develop their transferable skills and make them a more valuable asset to the organization. Rexam Closures & Containers has received two grants from the state of Kentucky and one from Indiana. (Refer to Appendix 11 for details of the grant information.) For the

2003 training budget, the additional programs, which were added as a result of this project, will be planned for more appropriately.

By focusing efforts on the training and development areas mentioned, Rexam Closures & Containers hopes to enhance the skills of the associates, thus making them feel a more valuable part of the entire organization. In addition, the organization will capitalize on the enhanced skill base of the workforce.

B. Communication Efforts

As found in both the Rexam Worldwide survey and the small focus group meetings at Rexam Closures & Containers, communication efforts within the business need improvement. Associates want to know what is going on with the company they depend on in order to make a living and support their families. Just a few ways that communication can be enhanced and improved include: 1) better use of existing bulletin board space, 2) more features in the newsletter relating to the management and day-to-day functions of the business, 3) training with supervisors and team leaders, as well as training on various communication styles, and 4) a more in-depth use of the organization's intranet.

All three of the Rexam Closures & Containers facilities have numerous bulletin boards used to communicate information to associates. Boards were devoted to specific topics such as Six Sigma, Quality, and Safety, while other boards held a wide variety of information. Those boards containing a variety of information were not meeting the needs or expectations of associates, due to lack of organization. Previously, an individual who was interested in training opportunities had to review the entire bulletin board space in order to find the single piece of information they were looking for. In following the

theories of 5S (Sort, Set-in-order, Shine, Standardize, Sustain) and Lean Manufacturing, which stress that each item has its own place in order to simplify and make practices more efficient, these boards have been revised. Each section of the bulletin boards is labeled and only information relating to a particular topic can be found in that section of the bulletin boards. The bulletin boards are divided into the following sections: Associate Information, Safety, Job Opportunities, Community Involvement/Team Information, Training Information and Rexam in the News. Now when an associate goes to the bulletin board, they can easily find the information that they are looking for. (Refer to Appendix 12 for before and after photos of the bulletin boards.)

A second source of communication that was not being fully utilized was the Rexam Closures & Containers newsletter. This newsletter is mailed to the associates' home eight to twelve times per year and contains a variety of information relating to the overall business and workforce. Through the focus group meetings, it was discovered that although the associates value the information in the newsletter, there were other features that would enhance the effectiveness of this communication tool. One new feature is "Getting to Know Management". Several associates within the company know very little about the management staff. In some instances associates were unable to put a name, face, and title together. By adding this feature in the monthly newsletter, associates will be able to relate to the management staff both on a business and personal level. (Refer to Appendix 13 for the Biography Form and Appendix 14 for the Getting To Know Management Feature Schedule.) A second feature being re-introduced following a ten-year void is the "Department Feature". With this section associates will become familiar with who works in specific departments, what functions departments

perform, and gain a better understanding of how all the jobs and departments within the organization work together in order to develop, produce and sell a product. (Refer to Appendix 15 for Department Feature Information Form and Appendix 16 for the Department Feature Schedule.)

In addition to learning more about the inside workings of the organization (such as the workforce and departmental functions), associates also expressed an interest in learning how their job impacts society. Past issues of the newsletter have contained articles from the sales staff on specific customers, but associates had no access to a consolidated list of customers and products on which the closures are applied. In the May issue, there will be a list of Rexam Closures & Containers' main customers and the products on which they use the closures. This information will allow associates and their families to identify how their job impacts society and the products on the store shelves. By making the above-mentioned additions to the associate newsletter, associates are able to obtain a broader knowledge of the company and feel more a part of the organization. (Refer to Appendix 17 for a sample of the Rexam Closures & Containers Newsletter.)

A third communication focus is direct interaction within the workplace. Due to the diversity present among the associates, it is only natural that supervisors, team leaders and trainers would have various communication problems as each person has their own individual style and what works for one, doesn't always work for the other. Because of this fact, training in various communication styles is useful for all. Appreciation is also very important, and many times after a hectic day full of stress and pressure, many people forget the basic rules, such as 'Please' and 'Thank You'. Training and reminders to use common courtesy and work as a team are also a good way to help improve

communication among the different work groups. In order to stress this communication effort, a training session was held by Dr. Tom Harris in February 2002, with the Evansville production team leaders. Plans for the future include similar training for the Princeton and Madisonville facilities.

The Information Technology Department at Rexam Closures & Containers has devoted many hours and resources in order to develop a company intranet. Although it is not currently being fully utilized, great strides are being made. Future communication can be aided by allowing associates to access benefit, tax and personal information via the intranet. This could be done from home or (once in place) from computer kiosks located in the associate lunchrooms at each facility. Items that are planned to be on the intranet in the near future are the Associate Guidebook, newsletter copies and insurance information. Blank forms such as earned annual leave requests and emergency contact information could be downloaded from the intranet, completed and then routed to a respective supervisor and the Human Resources Department. The system enables associates to take responsibility for asking and finding out information that they need to know. In order to help with the learning curve, the Information Technology Department will soon begin writing a monthly feature for the Rexam Closures & Containers newsletter. Each article will address a specific topic in order to familiarize the workforce with the capabilities that currently exist.

Continuous efforts to promote and enhance communication throughout the organization will have only positive results. Associates will have a stronger connection to their workplace and the people with whom they work on a daily basis. This connection will result in stronger commitment to the organization.

C. Associate Involvement and Recognition Programs

As stated earlier in the paper, involvement and recognition programs are very valuable to an organization if properly utilized. Through involvement, associates have a deeper stake in what is happening in the world of work around them. Due to this, a greater effort is often put forth. And, due to human nature, who doesn't want recognition and appreciation for a job well done?

Through the focus group meetings and various surveys, suggestions for modifications to current programs were gained. Those areas affected include:

- **Perfect Attendance Program:** The feedback received indicated that the purpose of the program was understood, which is to provide an incentive and reward associates who are present at work during all their scheduled days. Unfortunately, although the principle behind the program was good, the awards are viewed as not valuable and do not provide an incentive for the workforce. Rexam Closures & Containers is currently surveying other area businesses and other Rexam companies in order to determine what type of programs are effective. It seems that many businesses have discontinued similar programs, which makes it difficult to benchmark. This change will be effective in 2003.
- **Peer and Subordinate Recognition:** Rexam Closures & Containers has two programs in place currently to promote recognition throughout the organization. The first program, called the "Hero Program", encourages peer recognition. If an associate feels that his/her peer went above and beyond their normal job duties in order to help others, they can nominate that associate for a Hero Award. The award presentation is made in front of other peers and published in the newsletter

in order to show the workforce the extra efforts that associates make. The previous award for a “Hero” was a t-shirt. As a result of suggestions from associates, there is now the option of a movie pass, movie rental gift certificate or a t-shirt. This gives associates a choice of what best meets their needs. (Refer to Appendix 18 for the Hero Nomination Form.)

The other recognition program, which is an opportunity for managers and supervisors to nominate a subordinate who has performed exceptionally, is the “Star Program”. Again, with this program the award presentation is made in front of peers and published in the newsletter. The current award for a “Star” is a gift certificate, with the option of redeeming the certificate at various stores located in the Evansville, Princeton and Madisonville areas. (Refer to Appendix 19 for the Star Nomination Form.)

The feedback on these two programs indicated that many associates felt that the awards were being given to associates for actions that should be a part of regular job duties. They should not be given an extra award for doing their job. In an effort to enhance the effectiveness of the program, future nominations are being reviewed more closely for validity and consistency for what merits an award.

- **Service Awards Program:** Associates are recognized for their length of continuous service in five-year increments. Associates who reach a five-year incremental anniversary (i.e. 5, 10, 15, etc.) receive an awards certificate and an award selection sheet containing eight to twelve award options from which to choose their service award. Awards are then presented in front of the associate’s

peers and a photo of the award presentation is published in the newsletter. For those associates with 10+ years of service, the associate and a guest are invited to a Service Awards Dinner in order to recognize their service with Rexam Closures & Containers. The ten-year level was selected for recognition, as it is the next five-year increment which exceeds the present nine-year average length of service. Associates expressed an interest in having more options to choose from for their award. In many cases they preferred an item from a lower award level. In order to meet this desire, Rexam Closures & Containers includes the award to be selected from the associate's current service level as well as from the lower award selection levels. This enables associates to choose from a wider selection and often reduces the total program cost due to associates making selections from lower levels. (Refer to Appendix 20 for sample Service Awards packet.)

- **Holiday Gift:** For several years, Rexam Closures & Containers has helped associates and their families celebrate the holidays by providing each individual with either a ham or a turkey. When the workforce was smaller, this was easier to manage. As additional associates were hired and the expansion to three facilities occurred, it was evident that this tradition was no longer feasible. In order to distribute the items to all associates on various work schedules, it was necessary to rent a refrigerated trailer and freezers in order to store the items over a 48-hour time frame. In addition, the items had to be transported from Evansville to the other two facilities. Comments were also being made by associates that they did not have adequate freezer space, nor did many have the need for the holiday gift.

After considering various alternatives, in 2001 Rexam Closures & Containers changed the holiday gift program by offering gift certificates redeemable at various supermarkets. Each associate was given the choice of three grocery stores from which to redeem a gift certificate. This allowed associates to use their holiday gift for a variety of items. The feedback was very positive. Associates felt like this change was better suited to meet their needs. Additional input was offered to add Wal-Mart as a fourth location option. This would enable an associate to redeem the certificate for other household items. This suggestion will be implemented as part of the holiday gift program beginning in 2002.

- **Community Involvement Team** – Associates expressed an interest in becoming more involved in the communities in which they live and work. In response, Rexam Closures & Containers has created a Community Involvement Team. This team will determine community activities in which the team will become actively involved. (Refer to Appendix 21 for bulletin board team announcement.) The first team meeting has been held and the team has decided the community activities to participate in and support for 2002. (Refer to Appendix 22 for meeting minutes.)

In addition to the current program modifications, Rexam Closures & Containers is re-focusing its efforts on the overall appreciation and recognition of its associates as a result of these surveys and focus group meetings. The Human Resources Department is currently working closely with Manufacturing, Quality, and Production Control Departments in order to develop targets by which associates can assess their performance. Examples of such performance assessment targets may be parts produced

per period or the number of customer concerns (i.e. questions or complaints regarding the order) received. By creating these targets, visible goals are established. Upon attaining these goals, associates will receive various expressions of appreciation and recognition for a job well done. Possible perks may include catered lunches, cookies/donuts for mid-day snacks, or soft drinks as ways to say 'thank you'. This effort links appreciation with enhanced communication by informing associates of business operations, which impacts two main focal points of this project.

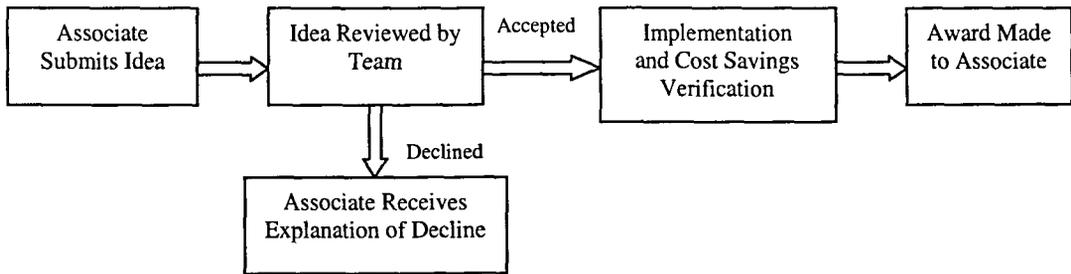
Associate Involvement and Recognition tools are essential in creating a more pleasant working environment for all associates. These programs show appreciation and help in creating greater commitment from the workforce.

D. Ongoing Efforts

Throughout this report, there have been numerous displays of areas in which changes have already occurred in response to the surveys and focus group meetings. In addition, there are many areas that require additional resources and ongoing efforts that expand beyond the scope of this project. One specific area is the Suggestion Program. For many years Rexam Closures & Containers has operated a Suggestion System which provided a way for associates to express ideas for making the organization a safer and a more efficient place to work. This program has taken several forms and has been administered in various ways. Most recently the program operated using the cycle depicted on the following page.

Figure 2

Suggestion Program Process Flow



Source: Rexam Closures & Containers Suggestion Program Guidelines, 1998

Although this process seems logical, there were too many instances in which bottlenecks could be created. For instance, an idea could be held under consideration for months trying to determine if the necessary resources were available or if there was a potential cost savings. Due to the long delays and inconsistent evaluations, the program was ineffective. A plan is currently in place to select a steering committee, comprised of managers and associates from various departments. This committee will survey other businesses that operate successful programs. They will provide recommendations on the types of programs that may be implemented with the current workforce. The traditional suggestion box approach fails because there is no real interest, enthusiasm, and commitment to make it work (HRFocus, 2001: 10). This approach is considered outdated. The goal is to announce and implement a new program in January, 2003.

The most important issue under consideration for Rexam Closures & Containers is the ongoing efforts to adapt associates to the twenty-four hour, seven days per week work schedule, which approximately 68 percent of Rexam Closures & Containers

associates work. The twelve hour shifts and overall work schedule are not easy for associates to adapt to physically and mentally, particularly when families are involved. In order to help associates and their families adapt their lives to this schedule, the organization is making efforts in different areas. Beginning in 2002, there will be two associate picnics, instead of one, which has been past practice. This was designed in order to allow all associates the opportunity to attend the picnic without either taking vacation or losing a scheduled day's pay. This change was made after a survey following the 2001 picnic indicated that 55 percent of associates preferred having two picnics. (Refer to Appendix 23 for the survey.) Following the same concern, two Open Houses are planned for the new Madisonville facility.

Besides organizing associate events with the work schedule in mind, Rexam Closures & Containers has also introduced the "Shift Worker" newsletter. This monthly publication will be made available to all associates and focuses on leading a healthy, productive lifestyle while working various non-traditional work schedules. Topics to be discussed include sleep habits, eating habits and maintaining a stable family life. (Refer to Appendix 24 for copy of the Shift Worker newsletter.)

All the efforts mentioned above are attempts for Rexam Closures & Containers to promote an environment in which associates feel that they are valued and appreciated. In order to justify the need for Training, Development, Involvement and Recognition, there must be evidence that these factors create a positive impact on the organization as a whole.

V. Economics

A. The Bottom Line

As mentioned previously, all aspects discussed in this report have either a direct or indirect impact on the bottom line of the organization. Associate turnover is a concern for business from both a financial and a non-financial standpoint. Turnover costs have a direct bottom line impact on an organization's costs and profitability. However, of equal concern, high levels of turnover may indicate significant problems with the associates' level of satisfaction with the organization.

There are some factors beyond the control of the organization that may contribute to turnover, such as general economic conditions and industry trends. However, there are more factors that a company can influence that have a dramatic effect on the level of turnover.

- **Skills** - A survey of 1000 companies with 50 or more associates conducted by the Bureau of Labor Statistics found a negative correlation between turnover rates and expenditures for training. Companies with low turnover rates spent more than twice those with high turnover rates. The Hay Group, in a 1999 survey, found that career growth and training and development are the primary reasons associates stay with a company.
- **Leadership** - Leadership problems are frequently associated with turnover and conflicts with immediate supervisors are often mentioned in exit interviews. Training can address many areas, such as interpersonal skills, fairness, and technical competence. The Hay survey noted that a good boss was the sixth highest of 50 retention factors surveyed.

- **Rewards/Recognition**- People usually think of higher compensation as the first reason for leaving a job. However, pay was listed as only the tenth of 50 reasons surveyed to stay with a company in the Hay survey. Reward systems do not have to be monetary to have a positive impact. Positive feedback, formal recognition programs, and special assignments are all ways to improve reward/recognition systems.
- **Communication** - Communication systems have two components: formal and informal. Formal systems have to do with information sharing and may take the form of newsletters, bulletin boards, suggestion boxes, forum discussions or presentations. People like to be informed and to be listened to, so the effective use of formalized systems has a positive impact on associate satisfaction and turnover. Informal communications are less obvious but just as important. They may include unintended “messages” such as: Where associates park versus where executives park; different benefit systems for different levels of associates; accessibility of supervisors and management to associates; and responses to questions, concerns and complaints. Informal communications need to be consistent with the formal communication so as not to send mixed messages. The cliché phrases “Walk the Talk” and “Actions speak louder than words” are appropriate descriptors of the behaviors a successful organization should exhibit in its communication systems (Hauenstein, 2002).

The financial cost of turnover is staggering and if left unchecked can seriously erode the bottom line. The true cost of turnover is much more than the average cost of hiring a replacement associate and numerous complex models exist to capture the actual

dollar costs associated with turnover. The difficulty with most models is that they use both visible costs and hidden costs. Visible costs have hard dollars associated with them and are generally fairly easy to track, such as recruitment expenses. Invisible costs consist of intangibles such as lost productivity and loss of customer goodwill and must rely on estimated cost values.

Estimates of turnover costs range from a conservative 25 percent of annual salary (Saratoga Institute and Kepner Tregoe, Inc.), up to 150 percent of the base salary (Bliss and Associates). Obviously these estimates vary widely, reflecting in part the differences in models and factors considered. One constant fact is the more a person is paid or the higher their level in the organization, the higher the percentage because they are expected to contribute more to the success and growth of the business (Bliss, 2001). The Saratoga Institute figures the average cost of an associate separation to be at least six months equivalent of revenue per associate (Zimmerman, 2001).

Most models group turnover costs into four major categories: 1) separation costs; 2) hiring costs; 3) training costs; and 4) lost productivity costs.

- **Separation Costs** - Costs associated with a person leaving may include the overtime costs for associates filling in for the person who leaves before a replacement is found or the cost of a temporary assignment worker; the lost productivity of the departing associate after giving notice but before leaving and not fully concentrating on the job; the cost of administrative functions related to the separation; any severance pay or benefits paid; the cost of doing an exit interview; the cost of training provided to the departing associate; relocation costs, employment agency fees or other recruitment fees paid when the associate

was hired; the cost of lost knowledge, skills and contacts of the associate; and the potential cost of lost customers or business the departing associate may take with them (Bliss, 2001).

- **Hiring Costs** - Costs that may be associated with identifying and hiring a replacement associate may include: advertising; employment agency fees or associate referral awards; a higher salary may be necessary to attract a qualified candidate. There are also costs associated with interviews, such as the interviewer's time, travel and lodging expenses for applicants, and meetings between the hiring authorities to discuss candidates. More money may be spent for background checks, verifying references and education, and assessment screens. Finally, once a decision is made there are costs associated with notifying the unsuccessful applicants, and potentially relocation costs (Bliss, 2001).

- **Training Costs** - Costs to factor into this category include the new associate orientation; job specific training required for the new associate to do the job; the lost productivity costs of the supervisor or other associates who must take time to plan and deliver the training (Bliss, 2001).

- **Lost Productivity Costs** - A new hire does not come fully trained or 100 percent productive. It will take time to become fully competent in the position. Estimates range from 12 weeks to five months for a new associate to reach full productivity, during which time they will be paid at full rate. During this time the supervisor or manager must spend more time instructing, reviewing work and possibly correcting errors. Some errors probably will not be caught and may require some expenditure to correct them down the road (Bliss, 2001).

Clearly, any investment taken in terms of increased communication efforts, training and development, and reward/recognition programs will have a bottom line impact for the organization. Well-developed programs will pay for themselves in a short period of time, by increasing morale and associate satisfaction levels, which result in decreased turnover levels.

B. Cost/Benefit Analysis for Rexam Closures & Containers

When dealing with morale and satisfaction levels, it is very difficult to tie hard dollars with the overall equation. These tend to be the “softer” side of business, which is why these areas may not receive enough attention. Throughout this report several proposals and actions have been made with the intention of ultimately creating a positive impact on the bottom line. The table on the following page details a cost/benefit analysis of the specific actions and overall project.

Table 3
Cost/Benefit Analysis

Action	Cost	Benefit
Adjustment to training schedules to meet work schedule demands	Overtime costs per associate	Gained expertise resulting in improved productivity and quality
Maintenance program schedule re-design	No additional associated costs	Associates will not lose pay from missing scheduled work time
Bulletin board re-design	\$350 for all three facilities	Better access to information; potential for more involvement
Development of Trainer Evaluation Form	Additional time for Supervisors to complete the form	Ensuring trainers are effective and efficient in their training role
Newsletter Changes	No additional associated costs	Associates are more informed and connected with the organization
ShiftWorker Newsletter	\$409 annually	Helping associates and families better adapt to the work schedule
Change to Hero and Star Programs	No additional associated costs	Awards are better suited to associates' wants resulting in greater satisfaction
Service Awards Program Selection revisions	No additional associated costs	Associates are given a wider variety of award options; potential savings to company due to associates selecting lower priced items
Holiday Gift Selection Revision	No additional associated costs	Associates receive options better suited to workforce lifestyles
Community Involvement Team development	Minimal costs due to associates missing scheduled work time for meetings	Associates are more involved with the community in which they live and work; Rexam Closures & Containers creates a greater presence in the communities
Adapting Associate Events to accommodate the 24/7 work scheduled	Additional costs associated with facility rental for two dates	More associates able to attend events without losing pay or vacation time
Additional Training: Internal Auditor Training	Overtime cost per associate	Associates are more knowledgeable regarding procedures, practices, and skills; Additional training results in improved quality and productivity
Quality ToolBox Training	\$255 per associate	
ASQ Certification Training	Tuition cost unknown	
Supervisor Skills Training	\$600 per associate	
Supervisor Refresher Training	\$1000 per 8 hour session	

Source: Rexam Closures & Containers Human Resources Data, March 2002

As shown, many of the costs and benefits relating to this project are not tied to dollars. This is due to variables such as widespread pay ranges and level of involvement. It is not possible to connect a dollar amount to making associates feel appreciated. The only accurate way in which to gage the cost/benefits analysis is over time.

VI. Conclusion

Due to the time constraints associated with this project, and the fact that only a portion of the action items have been implemented at this point, it has not been possible to determine the overall impact to the organization. Without the ability to tie hard dollars to specific items, such as those targeting satisfaction and appreciation, it is difficult to assess the true bottom line benefit. To aid in this performance assessment, a potential indicator being considered is the development of an associate satisfaction level. This measurement tool would entail establishing a baseline satisfaction level from which to benchmark against future associate satisfaction level scores. In order to create the baseline, a short set of questions will be created to gage each associate's satisfaction level in various areas regarding training, development, recognition, and involvement tools currently being utilized at Rexam Closures & Containers. (Refer to Appendix 25 for Satisfaction Survey.) The scores will then be tabulated by facility and by the organization as a whole to develop the average scores. Twice annually a similar satisfaction survey will be distributed and the scores tabulated. This will allow time for all the new programs to be implemented and become fully operational. By performing these satisfaction surveys and comparing the scores to the baseline, trends will begin to form, which will provide the information necessary to indicate the impact the changes had on the organization.

In addition, on an annual basis, follow-up focus group meetings will be held in order to gather feedback on the changes that have been implemented. This will allow the associates a chance to make additional suggestions and voice opinions after being involved and witnessing the programs' operations over the previous year. This feedback will also be used to revise and develop new programs as the workforce continually evolves.

Another performance measure assessed will be turnover rates. Turnover rates will be tracked on a monthly basis in order to make a connection between the efforts being made, job satisfaction levels and retention rates. These rates must be reviewed with caution, as there are various external conditions, which may influence the rates.

Although there will be noticeable immediate results from some of the actions and proposals mentioned, it is important to realize that the overall impact will not take hold over night. Issues regarding morale, satisfaction and retention continually evolve and must be analyzed on an ongoing basis. There is not a bottom line number that gives an organization the answer as to whether their efforts are a success. Management must remain aware that their actions directly impact associates and will ultimately result in a direct or indirect connection to the overall success of the organization. (Refer to Appendix 26 for complete summary of actions, proposals and time schedule.)

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VIII. Appendix

Appendix 1

Focus Group Member Biographies

Focus Group Biographies

Focus Group	Sex	Length of Service	Age	Current Job	Other Jobs Held
Eww A/B	F	8.5 years	48	Inspector Packer	-
Eww A/B	M	9 years	31	Manufacturing Coordinator	Inspector Packer, Material Technician
Eww A/B	M	23 years	42	Mechanic	Six Sigma
Eww A/B	F	19 years	50	Clerical	Accounts Payable; Payroll
Eww A/B	M	2.5 years	23	Mold Repair Tech	-
Eww A/B	M	7.5 years	32	Manufacturing Coordinator	Inspector Packer, Material Technician
Eww C/D	M	2.5 years	26	Inspector Packer	-
Eww C/D	M	8.5 years	31	Material Technician	Inspector Packer
Eww C/D	M	6.5 years	28	Manufacturing Coordinator	Inspector Packer, Material Technician
Eww C/D	M	6 years	31	Manufacturing Coordinator	Inspector Packer, Material Technician, AMO Set Up
Eww C/D	F	12.5 years	34	Sample Maker	Inspector Packer
Eww C/D	M	12.5 years	32	Mechanic	Inspector Packer, Manufacturing Coordinator, Quality Technician
Eww C/D	M	23.5 years	42	MO Set Up	Inspector Packer, Manufacturing Coordinator
Eww Salary	F	7 years	35	Customer Service	Distributor Sales Rep
Eww Salary	M	2.5 years	50	Shift Leader	Mold Repair Technician
Eww Salary	M	2.5 years	31	Quality Coordinator	Inspector Packer
Eww Salary	M	5.5 years	33	Shift Leader	Inspector Packer, Material Technician, Manufacturing Coordinator
Eww Salary	M	18 years	43	Scheduler	Supervisor
Eww Salary	F	10 months	27	Staff Accountant	-
Mville C/D	M	6 months	42	Mechanic	-
Mville C/D	M	7.5 years	31	Skilled Production Team Member	Inspector Packer
Mville C/D	M	6 months	29	Mechanic	-
Mville C/D	M	1 year	19	Production Team Member	Inspector Packer
Mville A/B	F	1 year	24	Production Team Member	Inspector Packer
Mville A/B	F	1 year	23	Mechanic	Production Team Member
Mville A/B	M	6 months	33	Mechanic	-
Pton A/B	M	8.5 years	36	MO Set Up	Inspector Packer, Material Technician
Pton A/B	F	2.5 years	42	Inspector Packer	-
Pton A/B	M	14 years	35	Manufacturing Coordinator	Inspector Packer, Material Handler

Focus Group Biographies (Continued)

Focus Group	Sex	Length of Service	Age	Current Job	Other Jobs Held
Pton A/B	M	9 years	33	Manufacturing Coordinator	Inspector Packer, Material Technician
Pton A/B	M	9 years	32	Mechanic	Inspector Packer, Manufacturing Coordinator
Pton C/D	M	16 years	36	Mechanic	Inspector Packer, Process Technician, Manufacturing Coordinator
Pton C/D	M	11.5 years	29	Manufacturing Coordinator	Inspector Packer, Material Handler
Pton C/D	F	9 years	33	Inspector Packer	Material Handler
Pton C/D	M	4 years	26	Manufacturing Coordinator	Inspector Packer
Pton C/D	M	2 years	23	Material Technician	Inspector Packer
Pton Salary	M	15 years	40	Supervisor	Dir. Emp. Involvement, Inspector Packer, Material Technician
Pton Salary	M	14.5 years	37	Supervisor	Inspector Packer, Material Technician, Manufacturing Coordinator
Pton Salary	M	16.5 years	37	Supervisor	Inspector Packer, Material Technician, Manufacturing Coordinator

Appendix 2

Focus Group Questions

Training and Development Questions for Focus Groups

1. Do you feel you have good access to Training and Development opportunities at Rexam? Why or why not?
2. How familiar are you with Training and Development opportunities that are currently in place?
3. What opportunities have you taken advantage of?
4. Why do you feel more people don't take advantage of what is offered?
5. What other types of programs would you like to see offered?
6. Are there problem areas where additional training would benefit?
7. How can existing programs be improved?
8. Do you feel you have an opportunity to advance or make career changes if you do take advantage of training?
9. Would you be willing to take advantage of training/development programs that are not required (i.e. Paulson training) if you are not compensated for time spent?
10. Do you feel that your supervisor and Rexam management encourages you to get additional training?
11. Are there any topics/issues regarding Training/Development that we have not discussed that you would like to discuss?

Associate Involvement/Recognition Questions for Focus Groups

1. Do you feel Rexam promotes programs that encourage Associate Involvement/Recognition?
2. How do you perceive these Associate Involvement/Recognition programs?
3. What should be the goals of Associate Involvement/Recognition programs?
4. Does Rexam meet, exceed or fall short of those goals and the needs of associates?
5. What do you hope to gain from the programs?
6. Do you feel Associate Involvement/Recognition programs are a necessary item for a company to offer?
7. What changes would you like to see regarding Associate Involvement/Recognition programs? (Additions, deletions, revisions)
8. Are there any issues/topics regarding Associate Involvement and Recognition that we have not discussed that you would like to discuss?

Appendix 3

Focus Group Meeting Discussion and Issue Summary

TRAINING AND DEVELOPMENT FOCUS GROUPS

PRIMARY ISSUES and ACTION ITEMS

Access to Training & Development (T&D):

- Lack of Publicity and Promotion—need to know what is available
 - Defined bulletin board dedicated to training at each location
 - Solicit: Post class schedules for North High School, Princeton High School, Vincennes University, and Ivy Tech
 - Have catalogs available for USI and UE and mention on bulletin board where they are located.
 - Get info from Oakland City on AS/BS/MS degrees and make available also Feature a training program each month in the newsletter (Ex: Maintenance program, Paulson)
 - Solicit info on training scheduled and keep calendar on bulletin board
 - Post the training flash report on the bulletin board
- Work Schedule-free time is limited
 - Question scheduling of any training-can required training be scheduled during work hours or split time (1/2 on scheduled time, 1/2 on OT)
 - Investigate ways to make delivery of training convenient such as on site classes after hours (Ex: computer training)
 - Communicate to organization “Training is an investment in yourself”-put on bulletin board under training section.
- Staffing Level—lean staffing makes it difficult to train on scheduled workdays
 - Beyond the scope of the project-staffing levels are determined by level of business
 - Encourage supervisors to utilize overtime to cover trainees-especially first 1-2 weeks-option also to utilize temps to cover.

Familiarity with Training & Development:

- Promotion and Publicity-- need to advertise what is available and benefits of training
 - Use the bulletin board, newsletter, and shift meetings to highlight existing programs

Why more People don't take advantage of Training & Development:

- Work Schedule
- Staffing Levels
- Don't know what is available
 - For each manufacturing job, post what is required and/or desired-Get this from past job postings and ads
 - Post a basic list for non-manufacturing on what is needed. (Ex: computer skills, broad based business skills, etc)

PRIMARY ISSUES and ACTION ITEMS (Continued)

- Personal initiative
 - Encourage personal investment-Recommend to supervisors to encourage this when meet with their associates
- Don't see a direct link between training and rewards
 - Publish success stories in newsletter.
- Loss of pay (potential, if adjust schedule to take a class)
 - Try to accommodate work schedule with classes.
 - Communicate that it is a tradeoff: Rexam pays for class, allows you the time to invest, and you put forth the effort.

What Other Types of Programs Would You Like To See Offered:

- Begin using the individual training and development form to solicit training needs from associates
- Quality
 - Request topics/schedule from quality department
- Product Knowledge / Customer Knowledge
 - Have a monthly feature in newsletter
 - Post copies of all publications and press releases
 - Schedule a customer visit to Mead Johnson-ask the focus group members first and make it voluntary
- Basic Business Literacy (Big picture)
 - Recommend that they incorporate this in the business update meetings
- Interpersonal Communication Skills
 - Schedule training sessions on this
 - Schedule one on one training sessions with Dr. Tom Harris
- Hands-On Training on Machines
 - Utilize specialists on the machines to do training in small groups or one on one
- Cross-Training between Jobs / Departments
 - Recommend to department managers that this should be a part of entry level training
- Paulson-not available at all locations
 - Capital investment request currently routing for approvals to purchase another system for Madisonville
 - Talking with Information Technology Department on getting a computer to run the CDs in Princeton
- Moopi / Scheduling System—how it works and why it does what it does
- Forklift Training—(Madisonville)
 - Train PIT crew members so they can train the rest of the associates at their facility
- Basic / Advanced Computer Applications
 - Check with local providers on cost/availability/offering-use computer training room in house

PRIMARY ISSUES and ACTION ITEMS (Continued)

- Fundamental Mechanical Skills—how machines work
 - Discuss with trainers to spend more time on this when doing training
- On-Site Bachelor Degree classes—hold on this right now
 - Find out interest level
- In House Training –“Share the Knowledge”
 - Talk with Plant managers and supervisors about having the specialists develop mini training sessions for other maintenance and MCs
- Supervisory Skills—Effective Meetings, Time Management, Legal and Effective Documentation, Coaching and Mentoring, Giving praise / criticism
 - Dr. Tom Harris held training session on Jan. 24th and 25th on how to conduct an effective meeting, recognition, and time management
 - Work with plant managers to identify participants and a schedule for more training sessions
- Team Training
- Process Training
 - Mold Master training conducted in February with all setup and MCs in Princeton and Evansville
- Preventive Maintenance & Troubleshooting
 - Incorporate into 5S and Lean Manufacturing training-

Problem areas Where Additional Training Would Benefit:

- On The Job Training—Designated Trainers, Supervisors not committed to Training Time, Process/Machine moved into Production too quickly (w/o proper training)
 - Conducting a train-the-trainer annual training/retraining session on February 26th and March 5th for all current and new trainers-may have USI or Ivy Tech hold the sessions
 - Evaluations from trainees on their trainers are now being routed to the supervisor for sign off so that they are made aware of any issues that were experienced.
 - Make an annual evaluation that goes out to the supervisors on just the trainers to evaluate how well they are doing at training
 - Recommend to upper management that by measuring supervisors on their production and labor hours, they are discouraging proper training
 - Make recommendation that all capital expenditure requests (CERs) should have training money and training schedule attached
 - Make sure all CERs and ECNs are routed to Safety Manager and Training Coordinator for review to determine safety and training needs.
 - Business units/Scheduling/Manufacturing need to coordinate with Training Coordinator

PRIMARY ISSUES and ACTION ITEMS (Continued)

- Competition vs. Teamwork
 - Recommend numbers be reported by day/department so it is not encouraging competition between shifts-this discourages teamwork to accomplish a common goal.
 - Educate and promote the idea that “We are in this together”
 - Seek input from manufacturing management

How Can Existing Programs Be Improved:

- Better Publicized / Promoted
 - Use In-House Experts to train
 - Supervisors need to identify these experts on processes/machines/procedures
 - Ask the in house experts to create a training program for delivery to their peers (Ex: Verbal, Hands-on, Written, Video)
 - Before sending someone out for training, make sure that they will be capable and willing to train others on it when they get back
 - Make Training & Development of associates a priority for supervisors
 - Meet with Plant managers, Department managers to discuss goals/benefits of keeping people in training and sending people out for training
 - improves retention
 - improves self worth
 - better performance-improved skills/knowledge
 - better quality, less downtime, fewer mistakes
- BETTER BOTTOM LINE**

Do You Feel You Have the Opportunity to Advance or Make career changes:

- People aren't aware of internal advancement and moves—or the part that training may play.
 - Post on bulletin board notices of all advancements that take place on a consistent basis
 - Post ALL advancement opportunities with requirements even if we feel there are not any internal candidates qualified. This will identify the opportunity and the training and skills required.
- People aren't aware of career paths outside of manufacturing
- Want guarantees of advancement, not potential opportunities

Would people take advantage of training without compensation, if not required:

- Some people aren't willing to “invest” in their future without compensation
- Question of required vs. voluntary if Rexam potentially can benefit from the training (improved efficiency, less downtime, better quality, etc.)

PRIMARY ISSUES and ACTION ITEMS (Continued)

Do you Feel training is encouraged:

- Budget—training usually take a hit if money is tight
 - Doing an annual solicitation of training needs and priority of departments to plan for next year and to allocate resources this year according to priority
 - Utilize a training grant, discounts, vendor partnerships to stretch training budget
- Priority-production demands always come first
 - Discuss this with plant managers
- Staffing constraints
- Awareness of Opportunity (promotion / publicity)

Any other Topics regarding T &D:

- Need to assess training needs by Department, job classification, etc. Identify source, cost, training group and priority.
- Commitment to follow a program through to conclusion rather than abandon when no longer a fad
 - Discuss with plant managers and upper management

Associate Involvement and Recognition

Based on the data gathered during the focus group meetings the following course of action has been determined:

Easy Fixes

Christmas Gifts for 2002

- Wal-Mart to be included as a gift certificate option for 2002

Service Awards

- When sending out the gift selection packets for selection, lower service levels gift options will be included. The associate may select from their award level, or if they prefer, an item on one of the lower levels.

Adopt a Family

- Information relating to the adopt a family will be made available earlier in the holiday season to give our associates a little more time to “budget” if they would like to donate.

Newsletter

- Department features – help associates gain an understanding and appreciation for what others do and how their actions impact others.
- Getting to Know Upper Management – brief bios on upper management to help associates put names with faces.

Main Projects to Target

Perfect Attendance Program

- Revamp the current awards options or discontinue program
- Publicize the award levels – give incentive to work towards “x”

Community Involvement

- Develop a Community Involvement Team
- Encourage and promote more associate involvement on community activities
- Publicize and promote a wide variety of activities (Walks, fund raisers, United Way Day of Caring, Operation City Beautiful)

Main Projects to Target (continued)

Associate Appreciation

- ❑ Training with supervisors
- ❑ Small recognitions throughout the year – “hear the good, not just the bad”; small treats (cookies, ice cream, free vend on cup machines, donuts, etc)
- ❑ Set some new “record breakers” and publicize what the record is and where we stand in terms of achieving that record
 - What is the record for dollar shipments for a financial period
 - Quality related record – “x” days without a quality return
 - Safety related record
 - Production related record – “x” caps produced in a 24 hour period

Communication

- ❑ Share more information instead of letting associates assume the worst or hear rumors – show the “big picture”
 - Meetings
 - Newsletter updates
 - Bulletin Boards
- ❑ Post minutes of meetings that are held to keep all associates (not just team members) informed
- ❑ Post results when we do a survey (ie..Xmas Party or Picnic) and explain why certain recommendations were selected and others were not
- ❑ Review the impact of the 11.6 hour day on communication (morale, quality, production hours, money)

Future Projects

Suggestion System

- ❑ Complete overhaul of existing system – “big machine that is bogged down”

12 hour Schedule

- ❑ How do you schedule activities to fit this schedule
- ❑ Good sleep, exercise and eating habits

Appendix 4

Tuition Reimbursement Policy

TUITION REIMBURSEMENT POLICY

REASON:

To ensure that the associate is reimbursed for training classes qualifying under Rexam's Policy, and that there is a permanent record of associate's training, which can be considered for promotions and transfers.

PROCEDURE:

1. Before enrolling in a class, the associate picks up a "Rexam Education Reimbursement Form" from the Human Resources Department.
2. The associate submits the completed form to his / her supervisor, who approves or disapproves the request and forwards it to the department head.
3. The department head makes their recommendation and sends the request to the Human Resources Representative, who approves or disapproves the request based upon budget requirements.
4. When the associate brings in a receipt and transcript of grades, or certificate, the Human Resources Representative will verify that the class had been approved and prepare a check request to be forwarded to accounting.
5. The class is entered in the associates' Training Record under the associate's name and by type of training.
6. The original Education Reimbursement Form and a copy of the transcript or certificate are filed in the associate's personnel folder for future reference.

PROCEDURE FOR TUITION REIMBURSEMENT

Rexam provides a tuition reimbursement program, available to all full-time associates, at the time of employment. Rexam will pay 100% of the tuition and required fees for an approved job-related class if the course grade is a "C" or above. Books and supplies will be covered if they are to become a part of Rexam Closures Associates' Library, and are not in the library at the time the associate registers for the class. Approval by the Human Resources Department is required prior to registering for a class.

PASSING GRADES

Rexam Closures will reimburse 100% of tuition and registration fees for classes passed with a grade of "C" or better, a Passing Mark in a Pass / Fail course or a certificate of completion for a non-graded course.

APPROVALS

A request for tuition reimbursement must be approved by the associate's immediate supervisor, department head, and the Human Resources Representative, prior to the associate registering for the class.

CONDITIONS OF REIMBURSEMENT

1. Associate must be employed full-time at the time of completion of the course.
2. The associate agrees to repay Rexam Closures for all seminar fees, tuition, and school fees paid by Rexam Closures for any training or educational programs attended at the associate's request, if the associate voluntarily resigns from the company within one year of receiving \$500 or more of such reimbursements in any 12 month period.

PROCEDURE FOR TUITION REIMBURSEMENT (Continued)

PROCEDURE

Associate identifies a class, seminar, or program that he or she is interested in taking. The associate completely and thoroughly completes the top portion of the Rexam Education Reimbursement Form and submits the form to his or her supervisor or department head for approval.

DEFERRAL OF PAYMENT

An associate may request a letter for the school providing the training, stating Rexam Closures' Tuition Reimbursement Policy, so that the associate can defer payment of tuition and registration fees until he or she receives reimbursement from Rexam Closures. If such a request is made, the letter must be on Rexam letterhead and addressed to the registrar of the school. The letter must clearly state Rexam's requirements and conditions to be eligible for tuition reimbursement and must be signed by the Human Resources Representative. The letter should specify which courses have been approved and for which semester or time period. Upon completion of training, the associate must provide proof of grade to the Human Resources Representative, who in turn will request a check from the Accounting Department. The check should be made out and delivered to the institution providing the training, NOT to the associate.

Appendix 5

Tuition Reimbursement Form

HR007-2

**REXAM
EDUCATION REIMBURSEMENT FORM**

Name:	Department: _____		
Job Title:	Location: _____		
Course Information			
Course Name:	Course Start Date: _____		
Institution:	Course Completion Date: _____		
Course Type:	Undergraduate <input type="checkbox"/>	Graduate <input type="checkbox"/>	Non-Credit <input type="checkbox"/> Correspondence <input type="checkbox"/>
Does course lead to a degree?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Major: _____
	Estimated Completion Date: _____		
Cost Information			
Tuition Amount:	\$ _____	Are you receiving any other education benefits (i.e. VA, scholarship, grants)? Yes <input type="checkbox"/> No <input type="checkbox"/>	
Registration Fees:	\$ _____	If yes, please list: _____	
Lab Fees:	\$ _____	PLEASE SUBMIT DOCUMENTATION ON OTHER EDUCATION BENEFITS WITH YOUR FIRST REQUEST FOR EDUCATION REIMBURSEMENT.	
Book Fees:	\$ _____		
Other:	\$ _____		
TOTAL:	\$ _____		
SIGNATURES			
Associates	_____	HR Manager	_____
	Date _____		Date _____
Supervisor	_____	General Manager	_____
	Date _____		Date _____
ONCE COURSE HAS BEEN COMPLETED, PLEASE SUBMIT A COPY OF YOUR RECEIPTS AND GRADE REPORT TO H.R. FOR REIMBURSEMENT.		FOR ACCOUNTING USE ONLY	
		Amount of Refund: \$ _____	
		Total Refund to Date: \$ _____	
		General Ledger Code: _____	

POTENTIAL DELAYED TAX WITHHOLDING ON EDUCATIONAL EXPENSE REIMBURSEMENTS

Internal Revenue Code Section 127 provides for tax-free reimbursements of undergraduate educational expenses. As of July 1, 1997, IRC Section 127 expired. Congress has reinstated Section 127 retroactively. There is currently a retroactive extension of the provision in both the House and Senate versions of the budget bill, but the proposals have *not* yet been signed into law.

In anticipation of the extension of the tax-free treatment of reimbursed educational expenses, the Company will not treat the reimbursements as income and will not apply tax withholding at this time. If Internal Revenue Code Section 127 is not retroactively extended by November 15, 2002, the Company must begin withholding applicable taxes through payroll deductions for the remainder of the calendar year in satisfaction of the withholding requirement from the date of expiration of tax-free treatment. It should be noted that the applicable taxes would typically fall within 25%-40% of the reimbursed amount.

The amounts required to be withheld could be substantial, and it would be necessary to complete the withholding between November 15 and December 31, 2002. Since this could significantly reduce an employee's cash flow at the end of the year, employees are encouraged to follow the actions of Congress on this matter closely, and to plan accordingly. Please feel free to contact your local HR representative if you have any questions.

Graduate level classes are subject to normal payroll taxes.

Revised 4/02

**ACKNOWLEDGMENT OF POTENTIAL DELAYED
TAX WITHHOLDING**

As a participant in Rexam's Education Reimbursement program, I acknowledge the fact that my reimbursement has been paid on a non-taxable basis. Should Internal Revenue Code Section 127 not be retroactively extended to cover the 2002 calendar year, I will be held responsible for all applicable taxes at the end of the 2002 calendar year. If such legislation is not retroactively extended by November 15, 2002, the Company will withhold applicable taxes through payroll deduction beginning at such time.

Employee's Signature

Date

HR Manager's Signature

Date

REIMBURSEMENT RESPONSIBILITY

As a participant in Rexam's Education Reimbursement program, I acknowledge the fact that if I voluntarily terminate my employment with Rexam, I must reimburse the company all tuition expenses received within the twelve months preceding termination, if I have received \$500 or more in tuition reimbursement during that year. If I fail to reimburse Rexam for this amount, the company can deduct the amount owed from any remaining money that is owed to me such as final paychecks, vacation check, travel expenses, etc.

Employee's Signature

Date

Appendix 6

Maintenance Certification Program Overview

Maintenance Training Program

Rexam Closures & Containers recently developed a Maintenance Training Program in an effort to enhance the skills of our current workforce by giving them the necessary tools to keep up with advancing technology. Continuous improvement of our associates' skills is necessary for Rexam to remain competitive in the global market. Below is a summary of the program as it currently exists:

Schedule: We try to have the classes on Tuesday or Thursday, whichever day the associate is off that week. This prevents the shift from being short staffed and from the associate losing any pay. Currently, there are not enough associates enrolled in the classes to do this. The more associates that take these classes at the same time, the better chance we have of working around the 12 hour schedule. The Ivy Tech semester schedules will be posted in advance along with which class we will be enrolling in next with the Rexam program. Of course, if you would rather take these classes on your own without working around the schedule, you may do so.

Payment: The classes and books are paid for in advance by Rexam. Associates are required to receive a C or better or they will have to reimburse Rexam the cost of tuition and books.

Requirements: The classes below are those that the maintenance supervisors and plant managers have identified as necessary for an associate to be successful in Maintenance. Therefore, associates must be enrolled in these classes or have related experience/classes to be considered for maintenance positions in the future.

Program Courses: Basic Algebra
 Three-phase Wiring
 Basic Electricity
 Welding Processes
 Manufacturing Systems Control
 RSLogix 5/500
 Motors and Motor Controls
 Machine Maintenance and Installation
 Fluid Power Basics

Current Status: The class that is currently being taught is Basic Electricity. It will continue until Summer. If you are interested in enrolling in this program or would just like to take a couple of the classes, please call the Training Coordinator. Associates are required to take an initial assessment test in order to determine if you are able to test out of Basic Math and Algebra, due to these courses being prerequisites for most of the other classes. There are Algebra books in the Rexam Closures & Containers library if you would like to brush up on your math skills before you test. Please don't wait until the next semester to decide whether you want to get into the program. INVEST IN YOURSELF!!!!

Course Title	Course Description
Basic Algebra (MAT 050) at Ivy Tech-assessments determine if this class is required	Reviews signed numbers and simple equation solving. Concentrates on integer exponents, scientific notation, linear and literal equations, polynomial factoring, and graphing skills
Three-phase Wiring-taught in house	Serves as an introduction to wiring. It will involve learning: <ul style="list-style-type: none"> • How to read the code book to size wiring • How to check fuses in a three phase system • How to use a Wiggy Simpson and Fluke meter and how a Fluke meter can mislead in a solid state circuit. • Delta and Wye transformer configurations, what we have, and what voltages can be received from these connections.
Basic Electricity (TEC 113) at Ivy Tech or equivalent course	Study of electrical laws and principles pertaining to DC and AC circuits. Includes current, voltage, resistance, power, inductance, capacitance, and transformers. The use of standard electrical tests, electrical equipment, and troubleshooting procedures are stressed. Safety procedures and practices are emphasized.
Welding Processes (WLD 100) at Ivy Tech or equivalent course	Study of oxy-fuel, shielded metal arc, gas tungsten arc, gas metal, gas metal arc, submerged arc, plasma arc, resistance, flash, and upset, friction, electron beam, and laser welding processes including the following: <ul style="list-style-type: none"> * Equipment * Electrodes * Weld joint design * Process applications * Operational costs * Techniques * Fuel gases and/or shielding gases * Advantages and limitations * Process variables
Manufacturing Systems Control-PLC I (AMT 201) at Ivy Tech or equivalent course. NOTE: TEC 113 is a prerequisite to this course.	Serves as an introduction to the field of industrial controls. Students will learn the principles of control systems and how they are applied to a production system to achieve automation. Training includes: <ul style="list-style-type: none"> • Hands-on PLC training on Allen-Bradley equipment • Programming ladder logic • Observing various process controls • Installing/troubleshooting hardware & software for PLC systems

<p>RSLogix 5/500 Training-3 day seminar put on by Rockwell Software or equivalent course</p>	<p>Involves learning:</p> <ul style="list-style-type: none"> • The features and options of RSLogix 5 and 500 • How to create a project (including selecting processor, I/O and power supply) • How to customize the programming environment to display information as the user requires • To add and modify ladder logic programming • How to create and print reports • How to import & export projects using RSLogix 5 & 500 • To use RSLogix 5 & 500 software to troubleshoot a project
<p>Motors and Motor Controls (IDS 103) at Ivy Tech or equivalent course</p>	<p>Provides a complete understanding of basic ladder and wiring diagrams used in the control of electric motors. Includes the various electrical components and their functions as applied to motor controls. Topics include:</p> <ul style="list-style-type: none"> • Various types of motors used in applying electro-mechanical power ranging from small AC shaded pole fan motors through larger three phase motors • Motor starting components • Protective devices • Heat dissipation • Motor slippage and frequency • Multi-speed motors <p>It also includes an assignment which allows the student a hands on approach to wiring various control components in the operation of three phase motors.</p>
<p>Machine Maintenance and Installation (IMT 203) at Ivy Tech or equivalent course</p>	<p>Demonstrates methods and procedures for installation of Industrial Machinery. Introduces the principles, theory, and applications of industrial machines with emphasis on diagnosis, repair and replacement of machine components along with a systematic approach to predictive/preventive maintenance.</p>
<p>Fluid Power Basics (IDS 104) at Ivy Tech or equivalent course</p>	<p>Introduces the student to fluid power principles and components. The student will learn basic circuit design, symbols, and schematic diagrams to build foundation for career work in the fluid power technology.</p>

Appendix 7

Master of Science in Industrial Management Program Overview

*USI-Rexam Master of Science in Industrial Management
Program Overview*

In an effort to help Rexam meet the challenges of continuing to be an industrial leader in the global marketplace, the University of Southern Indiana and Rexam have teamed up to revise the Master of Industrial Management degree program with a curriculum exclusively for Rexam associates. The program focuses on leadership, communication, systems thinking and quantitative tools for business analysis.

Rexam is providing the opportunity to enhance the skills of associates to perform more effectively in their present position and increase advancement opportunities within the organization.

To earn a master's degree and enjoy the benefits of self-development, associates must successfully complete the following ten courses:

Behavior in Organizations – a study of individual, group, and organizational factors influencing behavior in an organization such as personality, motivation, perception, power, leadership, conflict and ethics.

Interpersonal Communication Within Organizations – this course provides a review of the research and applied approaches to organizational communication.

Diversity in Organizations – this course will focus on best practices of leading organizations and new concepts including the broadening of the scope of diversity work to include workforce, marketplace, and organizational structures.

Principles and Practices of Project Management – this course covers the fundamental principles of management with emphasis on project management in technical organizations along with time management strategies, problem-solving techniques and decision making tools.

-Program overview continued-

Human Resources Management – a study of policies and practices of acquisition, retention, and expansion of human resources through hiring, appraisals, development and training, promotion, compensation, benefits and services, worker attitudes and leadership.

Business, Government and Society – an interdisciplinary study of ethical issues regarding the relationships between organizations and their various constituents.

Production and Operations Management – an introduction to concepts and techniques used to manage direct resources required to produce the goods and services provided by an organization.

International Business – an introduction to the field of study that focuses on business activities that cross national boundaries.

Analytical Techniques for Economic Evaluation – an intensive examination of the principles and applications of analytical techniques for evaluation capital investments, equipment replacements, production costs, and alternative invest and expenditure proposals in which the time value of money is a primary consideration.

Leadership Project – students are expected to use the skills and knowledge they learned in the other nine courses during this course to complete a leadership project or series of case studies relevant to the manufacturing environment.

General information:

- Admission requirement is that associate must have a bachelor's degree.
- Rexam will pay tuition, fees, textbooks and materials – if an associate is unable to maintain a B average they will be required to reimburse Rexam for program expenses incurred.
- Class meetings will not follow traditional university schedules. Classes will meet at Rexam and be scheduled with associate's work schedules in mind.

-Program overview continued-

Benefits of the USI-Rexam Program:

- Enhance management skill and broad career opportunities
- Provide communication skills needed to perform more effectively in associate's current position
- Challenging, rewarding, intellectually stimulating and enjoyable

Appendix 8

Training Checklist Sample

Rexam Closures

Tool Shop Orientation Checklist for New Associates HR011-5

Associate Name _____ Date of Hire _____

Instructions:

All points on this checklist should be covered with the new associate within 30 days of the date of hire. Completed forms must be returned to Human Resources.

To be covered by Human Resources:

1. Getting Started:

- A. Parking
- B. Reporting to work first day
- C. Payday, starting rate and progression
- D. Scheduled hours of work

HR/Trainee initial & date	Superv./Trainee initial & date

2. Keeping informed:

- A. Bulletin board
- B. Where to go for information
- C. Open door communications culture
- D. Access to personnel file
- E. Personal telephone calls

3. Records and Administration

- A. Reporting changes in address/phone or family status
- B. Reviews
- C. Training Records

4. Safety:

- A. Safety rules
- B. Hazard Communication (MSDS, etc)
- C. Evacuation and Emergency Procedures
- D. Ergonomics (Safe lifting)
- E. Lockout (Affected level)
- F. Bloodborne Pathogens (Affected level)
- G. Hearing Conservation
- H. Fire Extinguisher training
- I. Personal Protective Equipment (PPE)

5. Policies and Procedures:

- A. Ethics Policy
- B. Sexual Harassment policy
- C. Substance Abuse policy
- D. Policy on Equal Employment Opportunity and non-discrimination
- E. Policy on solicitation, distribution of literature

- F. Policy on moonlighting
- G. Smoking and eating rules
- H. Premium pay for overtime
- I. Attendance policy

HR/Trainee initial & date	Superv./Trainee initial & date

6. Benefits:

- A. Holidays
- B. Earned annual leave
- C. Leaves of absence
- D. Tuition reimbursement
- E. EAP counseling service
- F. Rexam matching gift program
- G. Workers compensation insurance
- H. Life insurance
- I. Disability insurance
- J. Health insurance
- K. Retirement benefits

To be completed by training coordinator:

7. Getting Started:

- A. Nature of business, products, background
- B. Quality
 - Quality policy
 - Quality system
 - Defects
 - Quality Standards
 - Manufacturing Specification
- C. Team involvement
- D. Use of automated time system
- E. Productivity Goal - 85%

8. Safety:

- A. Reporting accidents and injuries
- B. First aid room, where to get first aid supplies, who is trained.
- C. Do not operate machine unless qualified

9. Policies and Procedures:

- A. Review attendance policy
- B. Review company work rules
 - GMP awareness
- C. Shift preference (bumping)
- D. Job posting and advancement
- E. Shift trades
- F. Notification upon separation of employment
- G. Policy on warning notices
- H. Workplace violence
- I. Harassment (incl. Video on Sexual harassment)

Appendix 9

Monthly Training Report Sample

Training Period Highlights
P2, 2002

<u>Program</u>	<u># Associates</u>	<u># Hours</u>
Manufacturing Procedures –Mdv	08	08
Asset Maintenance Management	03	24
Apics – Basics of Supply Chain Management	01	24
Supervisor Safety Training	05	20
Basic Supervision Seminar	02	32
Managing Customer Service	02	32
Mold Master – Processing	37	296
BridgePort Mill ProtoTrack	<u>12</u>	<u>24</u>
Total	70	460

<u>Tuition Reimbursement</u>	<u># Associates</u>	<u># Credit Hours</u>
Business Statistics	01	03
Managerial Accounting	01	03
Principles of Marketing	<u>01</u>	<u>03</u>
Total	3	09

Appendix 10

Trainer Evaluation Form

REXAM CLOSURES TRAINER PERFORMANCE APPRAISAL

HR 008-4C

12 hour

Associate Name

Prepared By

Reviewed By _____, _____, _____

Reason for evaluation

How long has this person been under your supervision?

Evaluate the staff member's work performance based on the criteria listed below by circling the appropriate number (see below) in the column at the right and making any comments on your rating. The overall rating is just an average of the ratings in that area.

1. Outstanding
Significantly exceeds performance requirement, contributes to company success well beyond job demands, rarely achieved by others.

2. Commendable/Above Average
Exceeds performance requirement. Requires less than normal supervision.

3. Acceptable/Average
Meets the minimum performance requirements on most activities most of the time.

4. Needs Improvement/Below Average
Performance is not always satisfactory (make specific comments on area in which improvements are needed.)

5. Unsatisfactory
Level of performance is not acceptable. Immediate improvement required (develop action plan for improvement with associate).

Comments/Specific Examples:

5.

Housekeeping

- a. Explains the areas in which they are required to keep clean. 1 2 3 4 5
- b. Shows how to clean thoroughly 1 2 3 4 5
- c. Shows where to find necessary supplies 1 2 3 4 5

Overall Rating

Comments/Specific Examples:

6.

Training time/Judgement

- a. Spends necessary time with trainee 1 2 3 4 5
- b. Remains with trainee in assigned work area 1 2 3 4 5
- c. Does not allow trainee to work on their own too early 1 2 3 4 5
- d. Recommends additional training if necessary 1 2 3 4 5

Overall Rating

Comments/Specific Examples:

7.

Quality

- a. Maintains quality of work while training 1 2 3 4 5
- b. Monitors trainee's product quality 1 2 3 4 5

Overall Rating

Comments/Specific Examples:

8. **Safety Performance:** Follows safe work practices (ie uses safeguards, proper lifting technique, etc.)

- | | | | | | |
|--|---|---|---|---|---|
| a. Wears appropriate PPE for each task. | 1 | 2 | 3 | 4 | 5 |
| b. Shows trainee where to find PPE. | 1 | 2 | 3 | 4 | 5 |
| d. Consistently demonstrates safe work behaviors | 1 | 2 | 3 | 4 | 5 |

Overall Rating

Comments/Specific Examples:

9. **Overall Training Ability:**

- | | | | | | |
|---|---|---|---|---|---|
| a. Trainees perform competently in their new role | 1 | 2 | 3 | 4 | 5 |
| b. The trainer has been thorough in delivering job instruction and preparing the trainee for the job. | 1 | 2 | 3 | 4 | 5 |

Overall Rating

Comments/Specific Examples:

Overall Training Rating: (Circle most accurate description)

Outstanding Commendable Acceptable Needs Improvement Unsatisfactory

10. **Additional comments on overall performance of associate:**

Associate: AGREE: _____

DISAGREE: _____

Associate Signature

Appendix 11

Training Grant Information

KEDFA
KENTUCKY ECONOMIC DEVELOPMENT
FINANCE AUTHORITY

BSSC
BLUEGRASS STATE
SKILLS CORPORATION

KEZA
KENTUCKY ENTERPRISE
ZONE AUTHORITY



PAUL E. PATTON
GOVERNOR
MARVIN E. STRONG
SECRETARY
DONNA E. DUNCAN
COMMISSIONER

CABINET FOR ECONOMIC DEVELOPMENT

Department of Financial Incentives

500 Mero Street

Capital Plaza Tower

Frankfort, Kentucky 40601-1975

Telephone: 502/564-4554 502/564-4320 Fax: 502/564-7697

April 20, 2001

Mr. Jay Floyd
Rexam Closures
515 Island Park Drive
Madisonville, Kentucky 42431

Mr. Mike Davenport
Madisonville Community College
2000 College Drive
Madisonville, Kentucky 42431

Dear Mr. Floyd and Mr. Davenport:

This letter is a notification that the agreement that you submitted to the Bluegrass State Skills Corporation has been approved.

Please keep in mind that if you are going to be the recipient of any funds from the BSSC under this grant, an auditable record of expenditures is required by the BSSC before any reimbursement is made; therefore, appropriate documentation must be maintained. Also, a final closeout of the project is required 60 days after the project end date.

Your project B1253 has been approved for the following funds:

Educational Institution:	\$ 0.00
Business/Industry:	\$39,575.00
Grand Total:	\$39,575.00

A copy of the approved grant is being sent to individuals being copied below.

Sincerely,

Kenneth M. Carroll
Executive Director
Bluegrass State Skills Corporation

Cc: ✓ Julie Eagan
Aggie West



AN EQUAL OPPORTUNITY EMPLOYER M/F/D



KEDFA
KENTUCKY ECONOMIC DEVELOPMENT
FINANCE AUTHORITY

BSSC
BLUEGRASS STATE
SKILLS CORPORATION

KEZA
KENTUCKY ENTERPRISE
ZONE AUTHORITY



PAUL E. PATTON
GOVERNOR
MARVIN E. STRONG
SECRETARY
DONNA E. DUNCAN
COMMISSIONER

CABINET FOR ECONOMIC DEVELOPMENT

Department of Financial Incentives

500 Mero Street
Capital Plaza Tower

Frankfort, Kentucky 40601-1975

Telephone: 502/564-4554 502/564-4320 Fax: 502/564-7697

April 20, 2001

Mr. Jay Floyd
Rexam Closures
515 Island Park Drive
Madisonville, Kentucky 42431

Mr. Mike Davenport
Madisonville Community College
2000 College Drive
Madisonville, Kentucky 42431

Dear Mr. Floyd and Mr. Davenport:

This letter is a notification that the agreement that you submitted to the Bluegrass State Skills Corporation has been approved.

Please keep in mind that if you are going to be the recipient of any funds from the BSSC under this grant, an auditable record of expenditures is required by the BSSC before any reimbursement is made; therefore, appropriate documentation must be maintained. Also, a final closeout of the project is required 60 days after the project end date.

Your project B1254 has been approved for the following funds:

Educational Institution:	\$ 350.00
Business/Industry:	\$10,300.00
Grand Total:	\$10,650.00

A copy of the approved grant is being sent to individuals being copied below.

Sincerely,

A handwritten signature in black ink, appearing to read "Ken", written over a diagonal line.

Kenneth M. Carroll
Executive Director
Bluegrass State Skills Corporation

Cc: ✓ Julie Eagan
Aggie West



AN EQUAL OPPORTUNITY EMPLOYER M.F.D



STATE OF INDIANA
TRAINING 2000 GRANT FUND
TRAINING PLAN
(REV: 10/99)
TFP GRANT I.D.:
BIRT GRANT I.D.: B-01-2490

THIS TRAINING PLAN has been developed and is undertaken by the STATE OF INDIANA, acting by and through the Indiana Department of Commerce and is to be administered according to its terms by Ivy Tech State College, its agent for purposes of administering the training program herein described (collectively the "Grantor") and Rexam Closures (the "Grantee"), an eligible entity as defined in Indiana Code 4-4-4.6, for the purposes and subject to the terms and conditions set forth to herein.

1. PURPOSE OF TRAINING PLAN:

The purpose of this Training Plan is to enable the Grantor to make a grant from the State of Indiana's Training 2000 Grant Funds (T2000) of up to One-Hundred Nineteen Thousand Dollars and No Cents (\$119,000.00) to the Grantee for eligible costs of the training project as described in Exhibits A and B, attached hereto, made a part hereof and incorporated herein by reference as part of this Training Plan. The grant shall be used exclusively in accordance with the provisions contained in this Training Plan and in Indiana Code 4-4-4.6, establishing the State of Indiana's Training 2000 Grant Fund, as well as any rules adopted thereunder.

2. USE OF GRANT FUNDS BY GRANTEE:

Grant funds received by the Grantee pursuant to this Training Plan shall be used only to institute an approved Training 2000 project permitted by Indiana Code 4-4-4.6, which project is described fully in Exhibits A and B of this Training Plan. The Grantee certifies that no other public funds from any service will be used to finance training activities reimbursed under this Training Plan.

3. DEVELOPMENT AND IMPLEMENTATION OF TRAINING:

The Grantee shall be solely responsible for the development and implementation of the training as described in Exhibit A of this Training Plan. Although not expressly attached to this Training Plan, the Grantee agrees to complete said training project in accordance with the Training Plans and specifications contained in its application.

4. GRANTEE'S DUTIES AND RESPONSIBILITIES:

- (A.) The Grantee shall submit to the Grantor on a calendar quarterly basis, a Quarterly Progress Report. These reports must detail progress made towards meeting the job creation and/or job retraining, and investment goals by the Grantee, as described in Exhibit A of this Training Plan.
- (B.) The Quarterly Progress Report must be submitted for the duration of this Training Plan and/or until the job creation and/or job retraining and investment goals have been met. The Grantee has until April 30, 2003 (the "Goal Date") to meet the job creation and/or job retraining, and investment goals set forth in Exhibit A of this Training Plan.
- (C.) Should the Grantee fail to meet job creation and/or job retraining, and/or investment goals by said goal date, a written justification detailing why said goal(s) were not met by the Goal Date must be submitted to the Grantor within thirty (30) days of the Goal Date.
- (D.) In the event that such Quarterly Progress Reports are not submitted within the time frame allotted, the Grantor may withhold authorization for any payment request of the grant funds until such time as the deficiency is corrected.

5. DURATION OF TRAINING PLAN:

This Training Plan shall be undertaken from **April 30, 2001** (the "Beginning Date") until **April 30, 2003** (the "Expiration Date"). In no event shall payments be made for training done or services performed after the Expiration Date. The Grantee may request in writing that the Expiration Date only of this Training Plan be extended; such request must be submitted before the Expiration Date and may be approved by a duly authorized representative of the Grantor for a period of up to six (6) months. If the Expiration Date is extended, all other provisions of this Training Plan shall remain in full force and effect.

6. 5-YEAR COMMITMENT REQUIREMENT:

Grantee commits to continue its operations at any site where Training 2000 grant funds are used for at least five (5) years after the Expiration date or the date of termination under Paragraph 11 of this Agreement, whichever is sooner. If Grantee fails to fulfill the five-year commitment, all training assistance received by Grantee under this Agreement shall be repaid to Grantor in a manner specified by Grantor.

7. PROJECT BUDGET AND BUDGET MODIFICATION:

The project budget is set forth as Exhibit B of this Training Plan.

8. PAYMENT OF GRANT FUNDS BY THE GRANTOR:

The payment of these grant funds by the Grantor to the Grantee shall be made in accordance with the following schedule and conditions:

- (A.) Concurrence in this Training Plan must be evidenced by the signatures hereto of the Grantor and Grantee.
- (B.) All payments will be made in arrears only upon presentation of approved and signed claim vouchers. Such claim vouchers must be submitted with a Budget Expenditure Report detailing disbursements of grant funds and company matching funds by project budget line items as set forth in Exhibit B of this Training Plan.
- (C.) The Grantor may require satisfactory evidence furnished by the Grantee that substantial progress has been made toward the training project, as described in Exhibit A of this Training Plan, prior to making the first payment under this Training Plan.
- (D.) As stated in Paragraph 4(D.) of this Training Plan, all Quarterly Progress Reports must be submitted in the time frame allotted. In the event the Quarterly Progress Reports are not submitted in the time frame allotted, the Grantor may withhold authorization for any payment request until such time as the deficiency is corrected.
- (E.) Should travel be reimbursed, it will be in accordance with the State travel regulation described fully in Exhibit C, attached hereto, made a part hereof and incorporated herein by reference as part of this Training Plan.
- (F.) The Grantor shall make funds available according to the following reimbursement schedule:
 - (1.) Of the total Training 2000 grant funds, a total of \$0.00 has been allocated for the training of 0 new jobs created, for Indiana residents. Grant funds for training of the new jobs created will be as follows:
 - (a.) \$0.00 or Fifty Percent (50%) of the allocated grant funds will be available for training the new jobs created upon the submission of claims in the amount of \$0.00.
 - (b.) An additional \$0.00 or Thirty Percent (30%) of the allocated grant funds will be available for training the new jobs created upon achieving 0 or Eighty Percent (80%) of the new jobs created goal and \$16,000,000.00 or Eighty Percent

(80%) of the investment goal as describe in Exhibit A of this Training Plan, and the submission of claims in the amount of \$0.00.

(c.) The Grantor shall retain the remaining Twenty Percent (20%) or \$0.00 of the allocated grant funds until the Grantee achieves the following:

- (1.) 0 or One Hundred Percent (100%) of the new job goal;
- (2.) \$20,000,000.00 or One Hundred Percent (100%) of the investment goal as describe in Exhibit A of this Training Plan;
- (3.) The submission of claims in the amount of \$0.00;
- (4.) The completion of a final monitoring report.

Should the Grantee fail to met One Hundred Percent (100%) of the goals as described in Exhibit A of this Training Plan, then the final payment of grant funds will be deobligated.

(2.) Of the total Training 2000 grant funds, a total of \$119,000.00 has been allocated for the training of 399 current jobs, for Indiana residents or retrains. Grant funds for the retraining of current employees will be as follows:

- (a.) \$59,500.00 or Fifty Percent (50%) of the allocated grant funds will be available for retraining upon the submission of claims in the amount of \$119,000.00.
- (b.) An additional \$35,700.00 or Thirty Percent (30%) of the allocated grant funds will be available for retraining current employees upon achieving 319 or Eighty Percent (80%) of the retrain job goal and \$16,000,000.00 or Eighty Percent (80%) of the investment goal as describe in Exhibit A of this Training Plan, and the submission of claims in the amount of \$71,400.00.
- (c.) The Grantor shall retain the remaining Twenty Percent (20%) or \$23,800.00 of the allocated grant funds until the Grantee achieves the following:

- (1.) 399 or One Hundred Percent (100%) of the retrain job goal;
- (2.) \$20,000,000.00 or One Hundred Percent (100%) of the investment goal as describe in Exhibit A of this Training Plan;
- (3.) The submission of claims in the amount of \$47,600.00;
- (4.) The completion of a final monitoring report.

Should the Grantee fail to met One Hundred Percent (100%) of the goals as described in Exhibit A of this Training Plan, then the final payment of grant funds will be deobligated.

(G.) In accordance with the reimbursement schedule in Paragraph 8F, the following reports are additional requirement in the reimbursement of the final Twenty-Three Thousand Eight-Hundred Dollars and No Cents (\$23,800.00) or Twenty Percent (20%) of the total Training 2000 grant funds:

- (1.) A Monitoring Report prepared by a duly authorized representative of the Grantor, detailing how funds have been spent on the training project as described in Exhibits A and B of this Training Plan and an evaluation as to the Grantee's timely progress. This monitoring report is subject to Paragraph 8 of this Training Plan.

(2.) A final payment request submitted on an approved and signed claim voucher and a Budget Expenditure Report.

(H.) Notwithstanding any other provision of this Training Plan, the Grantee expressly agrees that the monies provided herein by the Grantor are limited to a total of **One-Hundred Nineteen Thousand Dollars and No Cents (\$119,000.00)** of the training cost as described in Exhibits A and B of this Training Plan.

9. MONITORING REPORT BY THE GRANTOR:

(A.) After completion of the training project described in Exhibit A of this Training Plan and before the final payment of up to **Twenty-Three Thousand Eight-Hundred Dollars and No Cents (\$23,800.00)** or Twenty Percent (20%) of the total grant funds can be paid to the Grantee, the Grantor will conduct a monitoring review of the training project and prepare a written report (the "Monitoring Report"). The Monitoring Report will document the following:

- (1.) Whether grant funds and company matching funds allocated for the training were expended for eligible activities;
- (2.) A complete, detailed analysis of actual grant funds and total company funds expended to-date on the training project;
- (3.) A detailed listing of all training costs by budget line item which are accrued but unpaid, if any;
- (4.) A written evaluation as to the Grantee's timely progress in project management, financial management and performance relative to the timely submission of Quarterly Progress Reports.

(B.) The Grantor will carry out the monitoring review and evaluation of activities as deemed appropriate by the Grantor. The Grantee will effectively ensure the cooperation of the Grantee's employees in such monitoring and evaluation efforts. The Grantee will take all actions necessary to correct or cure any findings identified by the Grantor during its monitoring and evaluation.

(C.) If the grant is terminated by either party prior to the Expiration Date set forth in Paragraph 5 of this Training Plan, pursuant to Paragraph 11 of this Training Plan, the Grantor will promptly conduct an on-site monitoring of the project and complete a project Monitoring Report.

(D.) Failure to complete the training project and expend grant funds and company matching funds in accordance with this Training Plan may be considered a *material breach* of the Training Plan and shall entitle the Grantor to impose sanctions against the Grantee including, but not limited to, suspension of all grant payments, and/or suspension of the Grantee's participation in State grant programs until such time as all material breaches are cured to the Grantor's satisfaction. Sanctions may also include repayment of all grant funds expended for activities which are not in the scope of this training project as set forth in Exhibits A and B of this Training Plan.

10. NOTICE TO PARTIES:

Whenever any notice, statement or other communication shall be sent to the Grantor or Grantee it shall be sent to the following address, unless otherwise specifically advised.

(A.) Notices to the Grantor shall be sent to:

INDIANA DEPARTMENT OF COMMERCE
Administrative Services Division

Appendix 12

Photos of Bulletin Boards – Before and After

Bulletin Board Photos – Before and After



(Before)



(After)

Appendix 13

Biography Form

Biography Form

The information you furnish for the following biography will be used by Rexam Closures & Containers for the newsletter publication. We would like for you to complete the entire biography. However, we realize that this biography may ask for information that you consider confidential. Please do not answer any questions if you do not wish the information to be disclosed.

Personal Information

Full Name:	
How do you prefer your name to appear in print?	
Marital Status:	Spouse's Name:
Children:	Age:
Name:	Age:

Business Career

Current Position Held:		Date Position Assumed:
Geographic area of responsibilities (city, states, regions, etc.):		
Brief, general description of your responsibilities:		
Other positions held with Rexam:		
Position:	Dates:	
Position:	Dates:	
Position:	Dates:	
Previous Employment:		
Company:	Position:	Length of Service:
Company:	Position:	Length of Service:
Company:	Position:	Length of Service:

Armed Forces Record

Dates of Service:	
Branch of Service:	Highest Rank Held:

Education

High School (name, city, state)	Year of Graduation:
University - Undergraduate (name, city, state)	Degree:
	Year of Graduation:
University – Graduate (name, city, state)	Degree:
	Year of Graduation:
Academic activities, honors, etc.	

Professional Activities

Professional Societies:
Professional Awards & Honors:

Hobbies, Community, and Personal Activities

Organizations (clubs, etc.)
Hobbies

Thank you for sharing this information. If there is additional information you would like to share, please add the bottom of this form or attach additional sheets.

Appendix 14

Getting To Know Management Newsletter Feature Schedule

Getting to Know Management Feature Schedule

Management Associate	Feature Month
General Manager	2/02
Vice-President of Sales & Marketing	4/02
Vice-President of Operations	5/02
Vice-President of Finance	6/02
Director of Human Resources	7/02
Manager – Research & Development (Sr. Scientist)	8/02
Manager – Technical Services	9/02
Business Unit Manager – Healthcare	10/02
Business Unit Manager – Chemicals	10/02
Business Unit Manager – Food/Beverage	10/02
Plant Manager – Evansville	11/02
Plant Manager – Princeton	11/02
Plant Manager – Madisonville	11/02

Appendix 15

Department Feature Information Form

Department Feature Newsletter

Department:
Associates Within Department:
Main Duties/Responsibilities of Department:
Current Projects:
Additional Departmental Highlights (i.e. Training, Personal Accomplishments)

Appendix 16

Department Newsletter Feature Schedule

Department Newsletter Feature Schedule

Department	Feature Month
Production Team – Evansville	2/02
Production Team – Princeton	2/02
Production Team – Madisonville	2/02
Support Groups – Princeton	2/02
Support Groups - Madisonville	2/02
Outside Sales/Inside Sales	4/02
Toolshop	5/02
Shipping	6/02
Business Units	7/02
Assembly Maintenance – Evansville	8/02
Molding Maintenance – Evansville	8/02
Production Control	9/02
Quality	10/02
Accounting	11/02
Technical Support	12/02
R&D	1/03
MIS/IT	2/03
Human Resources	3/03

Appendix 17

Rexam Closures & Containers Newsletter Sample

REXAM CLOSURES & CONTAINERS

Evansville and Princeton, Indiana • Madisonville, Kentucky • February/March 2002

Perfect Attendance – February 19 & 20

A complete listing of all those who received perfect attendance awards, for perfect attendance ranging from six months up to 19 years, is on page 2. More perfect attendance photos are on the back cover. Congratulations to the 125 associates who were honored.



2001 Perfect Attendance

Congratulations to the following associates on achieving Perfect Attendance during 2001. Perfect Attendance awards were distributed February 19th and 20th.

(E. = Evansville Associate, M = Madisonville Associate, P = Princeton Associate)

6 months

Bare, Adam (M)
 Barton, Steve (P)
 Bechtel, Cheryl (E)
 Blondin, Randy (E)
 Board, Mark (E)
 Boling, Ricky (M)
 Boyd, Brian (E)
 Brandenstein, Jimmy (P)
 Brown, Carol (E)
 Brown, Dan (E)
 Brown, John (E)
 Brown, Woody (P)
 Bullington, Steve (P)
 Burr, Ray (P)
 Calverley, Marc (P)
 Campbell, Mike (P)
 Carlton, Susie (M)
 Carmack, Alan (E)
 Carter, Mike (P)
 Childers, Amanda (M)
 Coleman, Marty (E)
 Coleman, Mike (E)
 Coleman, Russ (P)
 Craig, Don (E)
 Cromer, Bryan (E)
 DeClue, Kay (E)
 Denton, Chris (E)
 Denton, Val (E)
 Dill, Randy (E)
 Dockery, Lesia (M)
 Duckworth, Kenny (E)
 Duran, Shelly (E)
 Easley, Kim (E)
 Flaherty, Ryan (E)
 Fritts, Tom (E)
 Goedde, Gary (E)
 Goedde, Vickie (P)

Gossar, Gary (E)
 Green, Chuck (E)
 Hagan, Tony (E)
 Harper, Tim (E)
 Heldt, Alan (P)
 Hickrod, Tim (P)
 Hobgood, Brad (E)
 Holland, Eric (P)
 Irvin, Arvil (E)
 Johnson, Danny (E)
 Jones, Donna (E)
 Kandal, Greg (E)
 Keen, Dave (P)
 Kerner, Jeff (E)
 King, Jamie (P)
 Koonce, Bill (P)
 Kroeger, Kendal (P)
 Laffoon, Danny (M)
 Leller, Paul (P)
 Marsh, Trevor (E)
 Martin, Eric (E)
 Martin, Mark (E)
 McClellan, Don (P)
 Moore, Danny (M)
 Mossberger, Tom (E)
 Osterman, Matt (E)
 Peyton, Mark (M)
 Pflingston, Bob (M)
 Prather, Mark (E)
 Raber, Jeff (P)
 Rice, Dan (P)
 Riley, Tony (P)
 Roth, Tony (E)
 Sauer, Jack (E)
 Seals, Brian (E)
 Shelton, Ray (E)
 Smith, Kevin (E)

Smith, Mike (E)
 Spahn, Alan (E)
 Spalding, Rick (E)
 Station, Neil (M)
 Storey, John (E)
 Thompson, Sam (E)
 VanVliet, Linda (P)
 Ware, Ricky (E)
 Wells, Rick (P)
 Wentzel, Mike (E)
 Williams, Jeff (E)
 Willner, Bob (P)
 Winstead, David (P)
 Young, Bill (E)

1 year

Armes, Paul (E)
 Broadbent, John (E)
 DeBoer, Chris (E)
 Dossett, Ken (P)
 Drake, Ed (E)
 Eagan, Kerry (E)
 Gwaltney, David (E)
 Halbig, Cathy (P)
 Hall, Jake (E)
 Harpenau, Melvin (P)
 Hayes, Tammy (E)
 Holder, A.C. (E)
 Howell, Ruth Ann (E)
 Ising, Kathy (P)
 Kenoyer, Skip (E)
 Lasley, Bob (P)
 Richardson, Randy (P)
 Sheridan, Jack (E)
 Stevens, Cindy (E)
 Tison, Kent (E)
 Voegel, Jenny (E)

1 year (cont.)

White, George (P)

2 years

Litherland, Todd (E)
 Lowrance, Rick (M)
 Reinbrecht, Wayne (P)
 Voyles, John (E)

3 years

Casson, Tim (E)

4 years

Kitzinger, Joy (E)
 Redd, Regina (E)
 Strouse, Mark (E)

5 years

Williams, Kathy (E)

8 years

Rexing, Don (E)

9 years

Babb, Ron (E)

11 years

Powell, Randy (E)

13 years

Bromm, Kim (E)
 Sholar, Jeff (E)

19 years

Bosse, Mike (E)

Maintenance Training Program

Rexam Closures & Containers recently developed a Maintenance Training Program in an effort to enhance the skills of our current workforce by giving them the necessary tools to keep up with advancing technology. Continuous improvement of our associates' skills is necessary for Rexam to remain competitive in the global market. Below is a summary of the program as it currently exists:

Schedule:

We try to have the classes on Tuesday or Thursday, whichever day the associate is off that week. This prevents the shift from being short staffed and the associate from losing any pay. Currently, there are not enough associates enrolled in the classes to do this. The more associates that take these classes at the same time, the better chance we have of working around the 12 hour schedule. The Ivy Tech semester schedules will be posted in advance, along with which class we will be enrolling in next with the Rexam program. Of course, if you would rather take these classes on your own without working around the schedule, you may do so.

Payment:

The classes and books are paid for in advance by Rexam. Associates are required to receive a "C" or better or they will have to reimburse Rexam the cost of tuition and books.

Requirements:

The classes listed below are those that the maintenance supervisors and plant managers have identified as necessary for an associate to be successful in Maintenance. Therefore, associates must be enrolled in these classes or have related experience/classes to be considered for maintenance positions in the future. Program Courses: Basic Algebra, Three-phase Wiring, Basic Electricity, Welding Processes, Manufacturing Systems Control, RSLogix 5/500, Motors and Motor Controls, Machine Maintenance, and Installation Fluid Power Basics.

Current Status:

The class that is currently being taught is Basic Electricity. It will continue until Summer. If you are interested in enrolling in this program or would just like to take a couple of the classes, please call Julie Eagan.

Associates are required to take an initial assessment test in order to determine if you will be able to test out of Basic Math and Algebra, due to these courses being prerequisites for most of the other classes. There are Algebra books in the Rexam Closures & Containers library if you would like to brush up on your math skills before you test. Please don't wait until the next semester to decide whether you want to get into the program. INVEST IN YOURSELF!!

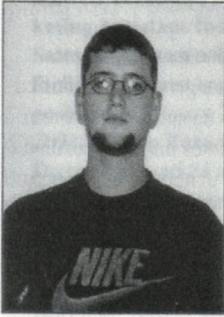
Calendar of Events

March 17	St. Patrick's Day
March 19-20	Associate Appreciation Days
March 29	Good Friday - 8 Hour Holiday
March 31	Easter - 12 Hour Holiday
April 20	Madisonville Open House

Associate Picnic Update

The Associate Picnic has been scheduled for Saturday, June 8th and Sunday, June 30th, at Burdette Park. Watch for details in the next issue of the newsletter!

End of Training



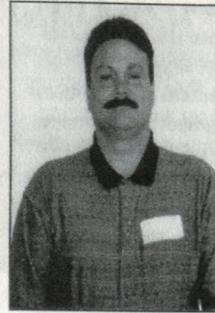
Andy Carie, Mold Repair Tech, Evansville facility, is a 2001 graduate of Vincennes University, where he earned an Associate Degree in Tool & Die. He graduated from South Knox High School, Vincennes, Indiana, in 1998.

Andy is single and lives in Princeton, Indiana.

Donald G. Jones, Maintenance, Madisonville facility, worked as a tool-maker for various area industries before coming to Rexam.

He is a 1983 graduate of South Spencer High School, Reo, Indiana, and a 1991 graduate of Evansville North Vocational School where he received training as a Journeyman Moldmaker. He received an Industrial Education Award and was a member of the National Honor Society.

He and his wife, Misty, are the parents of a daughter, Aleisha Lauren, who will turn nine in July. They live in Owensboro, Kentucky, and attend Faith Temple Church where Donald helps out as a musician. Donald also enjoys gardening, old farm machinery, and going to tractor pulls.



Jim Williams, Maintenance, Madisonville facility, had worked for the past 11 years as an Electrician for Gibbs Die Casting before coming to Rexam. He is a 1976 of Webster County High School and went on to earn an Associate Degree in Business Management from

Madisonville Community College in 1992. He also finished Journeyman Electrician training through North High's Vocational School in Evansville in 1999.

He and his wife, Donna, live in Slaughters, Kentucky. Jim is a member of Slaughters Volunteer Fire and Rescue. He enjoys scuba diving and is trained in water rescue.

Barry Whitehouse, Inspector/Packer, Evansville facility, is a 1984 graduate of Boonville High School. He also attended classes at Ivy Tech. Barry worked at Rexam from April 1999 through February 2001, before leaving to work at Alcoa. He returned to Rexam in September 2001.



Barry and his wife, Erin, live in Boonville with their children – Blake, 5, and Shelby, who will turn one year old in May. He enjoys hunting, riding his A.T.V. and spending his days off with his family.

New Associate

Darren Verkamp, Marketing Assistant/Inside Sales Rep, Evansville facility, assumed his position on January 28, 2002. Prior to Rexam, Darren had worked as Merchandiser for Working Distributors.



He is a 1998 graduate of Northeast Dubois High School in Dubois, Indiana. He is a 2001 graduate of the University of Southern Indiana with a Bachelor of Science in Business Administration.

He is single and lives in Mt. Vernon, Indiana. Basketball and running are activities he enjoys in his spare time.

Award Received



Dick Stanton, Regional Sales Manager (right), recently received the gold level Eagle Award from Jeff Minnette. The Eagle Award recognizes outstanding sales growth of 10% or higher in a single year. Dick is the first to achieve gold level for three years of 10% sales growth.

How Your Heart Calls For Help

Heart disease is widespread in today's society. Although efforts are being made to decrease the number of people suffering from this disease, it is still evident. With dramatic improvements in emergency treatment, including clot-busting drugs that can reopen blocked passageways to the heart, stop further damage, and restore regular pumping, now two out of three heart attack victims survive. It is important to remember that every second counts and the best chance for survival is seeking help immediately.

Know the warning signs

Any or all of the following warning signs can signal a heart attack: uncomfortable pressure, squeezing or pain in the center of the chest that lasts more than a few minutes; pain spreading to either arm, shoulder, neck, jaw, mid-back or upper stomach; chest discomfort with lightheadedness, palpitations, fainting, sweating, nausea, vomiting or shortness of breath.

A condition sometimes mistaken for a heart attack is angina. Chest pain often occurs after activities like exercise, eating a heavy meal or even arguing, but fade when you relax or calm down. Angina is also a sign of heart disease and requires medical attention.

Get help - fast!

If you suspect a heart attack, call your local emergency medical system first. (If the victim is unconscious, do CPR while waiting for help to arrive.) Only if no ambulance is available, take the victim to the nearest emergency room. Do not drive yourself if you think you may be having a heart attack.

Protect your heart

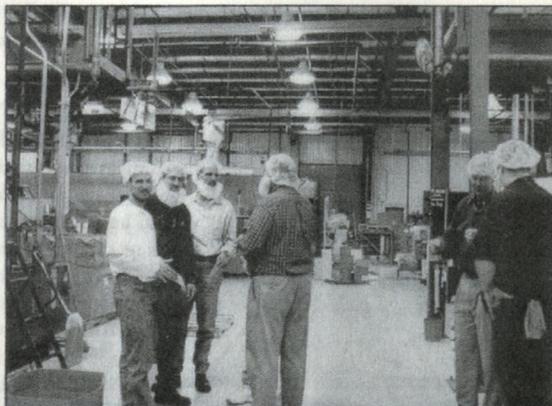
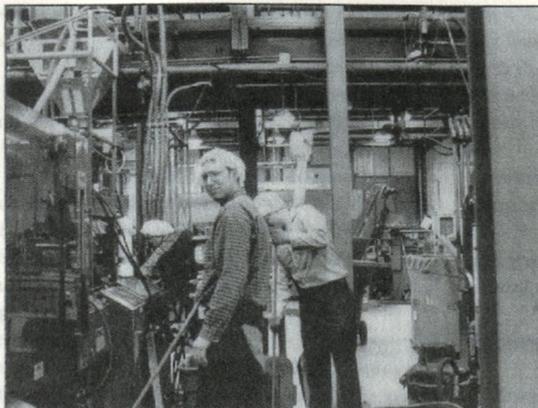
There is a lot you can do to reduce the likelihood of a heart attack. Quitting smoking can cut the risk of heart attack by 50-70 percent within five years. Stay fit and trim, eat right, and have your blood pressure and cholesterol levels checked regularly.

Source: TopHealth, February 1996

What is 5S?

by Bryan Largent and Julie Eagan

In the December 2001 newsletter, there was a section discussing the introduction of lean manufacturing through workshops conducted by BMT (Indiana Business Modernization and Technology, Inc.). More workshops were conducted in December to introduce 5S, a component of lean manufacturing. The Evansville operations supervisors attended these workshops. The purpose was to teach the 5S principles to the supervisors and give them the opportunity to learn by practice. This was accomplished by performing audits on two pilot areas selected for initial implementation. These areas were the IP-cell in assembly and machines 213-215 in molding. After completing the audits, it was time to utilize the 5S's.



locations; relocate out of place items; set height and size limits; focus on safety; install location indicators.

SHINE

Clean everything inside and out. Inspect through cleaning; prevent dirt, grime, and contamination from occurring.

STANDARDIZE

Consistency throughout the facility. Create rules to maintain the first three S's.

- Red tag procedures.
- Red tag area rules and responsibilities.
- Location, number, position of items.
- Cleaning schedules and procedures.
- Storage, retrieval, and archival systems.
- Share information through visual controls.

The 5S's include:

SORT

Sort through items in the area. Keep what is needed; eliminate

what is not needed.

SET-IN-ORDER

A place for everything and everything in its place. Identify best

SUSTAIN

Stick to the rules, scrupulously.

- Correct procedures need to become habit.
- Proper training of all associates

Manufacturing Update...

Evansville, Princeton and Madisonville

needs to occur.

- "Buy-in" from associates and a change in work habits need to be achieved.
- The workplace needs to be well-organized and run by agreed upon standards.

The supervisors went through the initial training and practice workshops in order that they would gain knowledge and experience to act as team leaders in the full implementation of 5S throughout the facility. The next step in this implementation is for the supervisors to organize and develop their teams in such a manner that everyone is involved and all areas of the facility are assigned to a team at some point.

The fundamental vision of 5S is to create a workplace that is clean, organized, safe, efficient and pleasant. It is the foundation for all other workplace improvement activities. Once achieved, it can result in fewer accidents, improved efficiency, improved quality, and workplace organization. These improvements will lead to a reduction of waste and cost and simply create an all-around better work environment for everyone.

Some other Rexam companies have already implemented the 5S system at their facilities with overwhelming success. Numerous testimonials have been given by associates from these respective operations. These associates have voiced a common

opinion that the move to 5S practices, with their direct involvement, has had a very positive impact on both the associate's workplace and the overall effectiveness of the organization.

In order for 5S to be successful, there are five necessary conditions:

1. **Development of new awareness and skills.**
2. **Support from management.**
3. **Ongoing communication.**
4. **5S is part of daily work.**
5. **Total Employee Involvement (TEI).**

CERTIFICATE OF APPRECIATION—

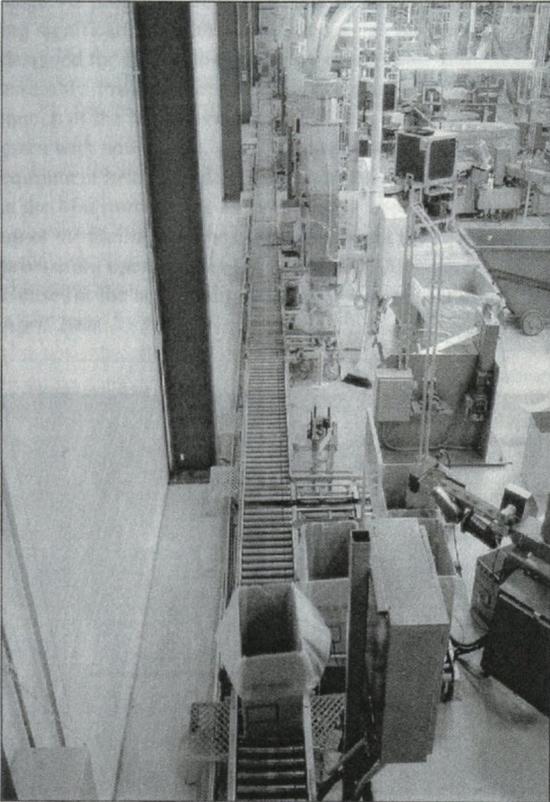
A Certificate of Appreciation was recently received by the Southwest Indiana Tech Prep Consortium. Rexam participated in an internship program for area teachers in an effort to connect business/industry and their classes and counseling endeavors. Jeff Minnette, Jim Whitehead, Jim Vincent, Scott Harrell, Kym Peters, Kent Gearhart, and Julie Eagan, who all participated in this partnership, are pictured with the certificate. *(Ron Hawkins and Steve Goans, who were also involved with the program, were unavailable for the photo.)*



Manufacturing Update... Evansville, Princeton and Madisonville



Princeton facility (above and below)



Princeton

The Princeton facility underwent an expansion during 2001. The expansion included the addition of warehouse space and redistribution of production area, as well as new office space, a training room, and new lunchroom. Current products being produced at the Princeton facility include two piece push and turn 28-33-38-45mm closures, 28TI2000 (Castrol), 28-33-28 Pfizer (Warner), 38 CR 90, and 38 LSC. Major projects currently in process include the upgrading of the automation system, and rebuilding the clamp end of injection molding machines. Training is taking place in order to further develop the technical skills of the workforce. In addition, a Process Technician will be added to each shift which will require additional training for all job classifications.

Evansville

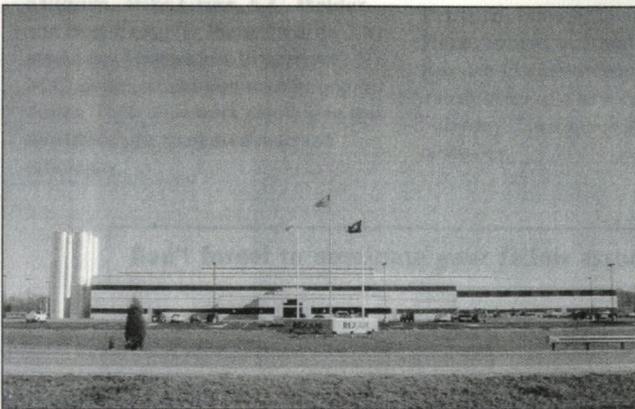
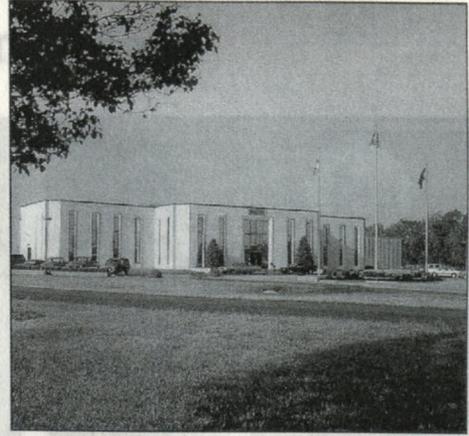
The Evansville facility is continuing to run full speed ahead. Current machine load is 36 machines in Molding and 16 machines in Assembly. Business continues to be strong in the following areas: Conagra 33LCC-2 and 38 Jump Thread, International Paper-20mm Fitment and cap assembly, Kraft, Mead Johnson scoops and gradufeed. Projects underway that continue to grow the business are 1802 and 28PCO. Compression Molding and Slitting operations continues to expand. A major project is to close couple all WIP orders and machines with the lining or assembly operation. The goal is to reduce the amount of lifting required by associates in the Molding and Assembly operations, in addition to reducing the amount of WIP (work-in-process) carried. The majority of close coupling will be done with Ropak totes.

Evansville facility

similar to the system the Princeton facility is currently utilizing. During the year, the Evansville facility will focus on additional training involving the 5S system, as well as Team Skills training. Areas of focus will also include Preventive Maintenance and quick change mold and assembly changeovers.

Madisonville

The Madisonville facility is nearing completion. Production operations began January 2002. The following products are currently in production: Kraft Sipper, 72 HTH, 72 SQL, 33JCR, 45 LCC2. In the near future, production will begin on Kraft Kool-Aid, 38 NBO, and MJN Scoop. All plant equipment and packaging automation is currently in the de-bugging stage. As programs are transferring in, they are requiring significant adjustment and training as the plant is designed for 100% close coupling of molding and assembly. Projects currently in process include the launch of the Mead Johnson Nutritional Boost program with new molds, slitting, and double head lining equipment being installed and qualified. All associates at the Madisonville facility are excited about the start up of the facility and the challenges being faced as production operations begin to increase. An Open House for the new facility will take place on Saturday, April 20th.



Madisonville,
Kentucky
facility

Heroes and Stars



Russ Parker and Alan Carmack were nominated for **Star Awards** by **Darrel Alvis**. Russ and Alan developed calendars for the Tool Shop schedule. Their efforts saved the money associated with having the calendars printed by an outside source.



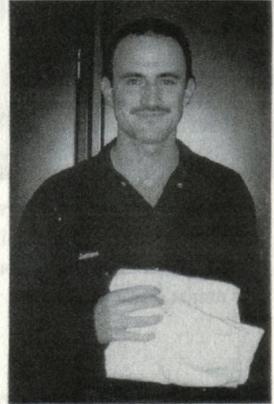
John Brown (left) was nominated for a **Hero Award** by **Greg Kandal**. John helped pull skids to the Warehouse at the end of the shift in order to ensure a smooth transition at shift change.



Travis Wagner (left) nominated **Greg Milburn, Mike Gross, A.C. Holder and Don Craig** for **Hero Awards**. The associates volunteered to perform M.C. duties in addition to their regular duties. Their teamwork resulted in less downtime and increased machine efficiency.



Russ Goldman (left) and **James Fritts** (right) were nominated for **Hero Awards** by **Stephanie Boyer**. Russ and James prepared and shipped a rush order to a new customer on a Saturday. Their quick and efficient work resulted in a satisfied customer.



Don't forget to nominate your fellow associates for the Hero award.

More Heroes and Stars, page 12

Heroes and Stars



Mark Martin, Bryan Cromer, Donnie Cueto, and Chris Jewell were nominated for Star Awards by James Fritts. These associates came in on their selected days off to run machines that otherwise would have remained down.



Dan Haller was nominated for a Hero Award by Mike Fritts, Ed Salomon and Terry Farthing. Dan exceeds expectations by going above the call of duty to ensure computer systems are operating smoothly around the clock.

Kerry Dodds, James Sutton, Darryl Williams and Darrel Smith were nominated for Hero Awards by Donnie Latham. After a power failure, these associates helped to quickly start up Molding machines. Their actions reduced downtime resulting from the power failure. Pictured (left to right) are: Kerry Dodds, Donnie Latham, James Sutton, Darryl Williams and Darrel Smith.



Joey Fleming (center) was nominated for a Star Award by Jamey Evitts (left) and James Fritts (right). Joey worked over one night in order to get Mold 9701 up and running. This was a hot mold that needed to run. His extra efforts minimized downtime.

5 Years—Scott Jones (right) pictured with Clay Hillary

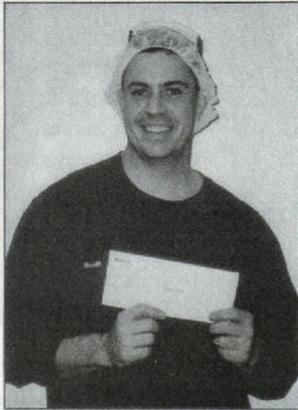
15 Years—Darryl Williams (right) is pictured with Kerry Dodds.

More Heroes and Stars, page 12

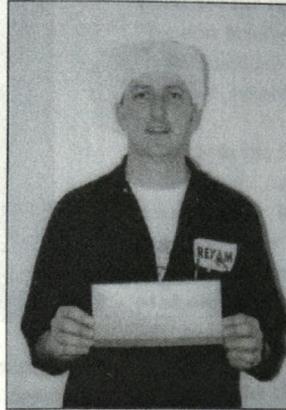
*Not Available for Photo
10 Years—Kelly Sides*

Getting to Know Management Heroes and Stars

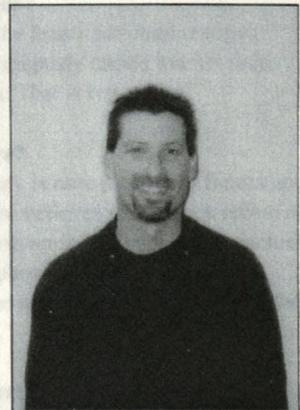
(continued from page 11)



Scott Evans was nominated for a **Star Award** by **James Fritts**. Scott came in on his day off to help set molds. His assistance helped reduce downtime and increase earned hours of production over the weekend.



Eric Holland (left) and **Troy Miley** (right) were nominated for **Star Awards** by **Danny Hamby**. These associates went to the Madisonville facility to help set mold 9105. Their assistance resulted in minimal downtime.

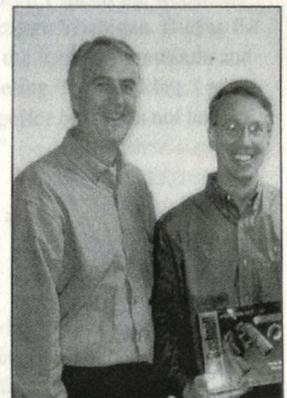


Service Awards

Congratulations, associates, for reaching these milestones in your service to Rexam!



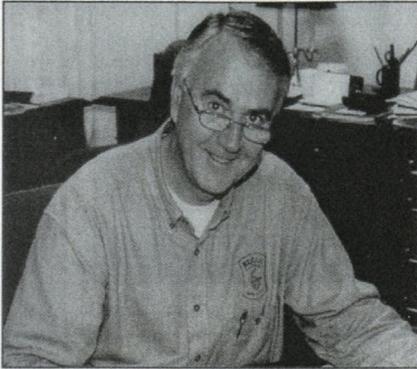
15 Years—**Darryl Williams** (right) is pictured with **Kerry Dodds**.



5 Years—**Scott Jones** (right) pictured with **Clas Nilstoft**.

Not Available for Photo:
10 Years—**Kelly Sides**

Getting to Know Management



Clas M. Nilstoft was born in Sweden and became a U.S. citizen in 1972. He holds a Bachelor's degree and a Master's degree in Business from American University in Washington, D.C.

Clas and his wife, Diane, are the parents of four children. Two are married; one is getting married in June, and the last one is engaged. Diane worked for many years as an attorney but retired when they moved to Indiana in 1993.

Clas joined Rexam as President in 1993 and has been part of helping grow the company from \$40 million in sales to \$100 million this year with responsibility for closures around the globe. Through the merger of the Beauty Sector, we now have manufacturing facilities in China, France, United Kingdom and Brazil. The job involves a lot of travel that can be fun sometimes, says Clas, but is mostly stressful.

What are your biggest achievements at Rexam?

"I believe the taking over of a good team and building it into a great management team that focuses on market/customer need, and also the ability to continue to foster innovation throughout manufacturing and product development are pieces that will ensure a successful future for Rexam Closures."

What are the rewards?

"We now behave as the leader for child resistant closures and are continuously taking market share from our competitors. That is rewarding!"

What is in the future?

"I believe the company is now positioned for extraordinary growth. Rexam believes in our track record and has made major investments in all our plants, including the Princeton expansion, the new plant in Madisonville, and the upgrading of Evansville in the next couple of years."

What are the challenges ahead?

"To continue to grow through innovation that leads to the next generation of products. As we grow, it will be necessary that we also become the low cost producer that can compete anywhere in the world. And, we must continue with training of technical skills with belief in lean manufacturing using tools like Six Sigma, 5 S's, etc."

What are your personal interests?

"During the summer months, I spend the weekends fishing and sailing in Northern Michigan. During the winter months, we enjoy the local area museum and do a great amount of traveling. Every spring, I promise myself I'll become a golfer but it has not happened. Perhaps this year."

NEXT ISSUE:

In the next issue of the Rexam newsletter, Jeff Minnette will be featured in "Getting to Know Management." This new feature was initiated in response to associate suggestions that they would like to know more about our management team.

Visitors Valentine's Day

B
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A
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Gail Miller received a rose and teddy bear from her husband, Ron.



Carol Miskill received a figurine, flower, and balloons from her daughter.



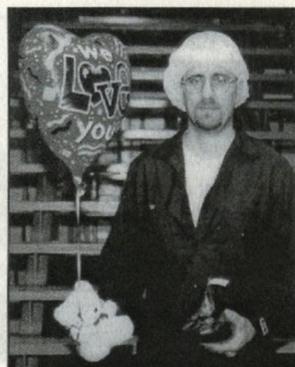
Mark Myers received a snack basket from his wife, Janet, both for Valentine's Day and their anniversary.



LaDonna Goff received flowers and a balloon from her husband, Bill, and children, Ashleigh and Dalton.



Shirley Harper received cookies and a flower from her daughter, Keri.



Ed Drake received candy, a balloon and bear from his wife, Leighann, and children, Nicholas and MacKenzie.

(Photo Unavailable) Rick Lowrance received a snack basket from his wife, Kathy, and children, Jade and Kyle.

THANK-YOU LETTERS were recently received from the American Cancer Society, the Girl Scouts Raintree Council and Vincennes University's Annual Indiana Statewide Machine Trades contest for Rexam's contributions to these organizations and their worthwhile endeavors.

Diana Boyle received flowers from her husband, Greg, just because.



Stensberg was born January 11, 2002.

Lincoln Lopez is pictured with her son, Felipe Nino, born November 1, 2001.

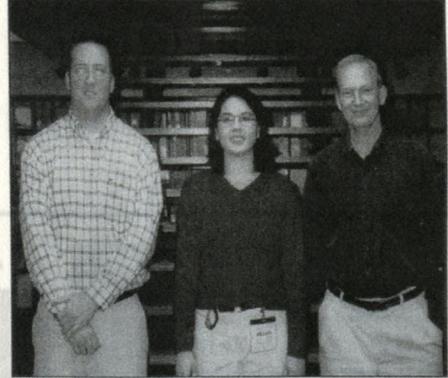
Call today 1-800-533-7492

Evansville, IN 47725

Visitors



Rexam's Paula Clutter, Russ Goldman, Bill Killion and Bryan Matthews are pictured with visitors from Procter & Gamble.



Rexam's Chip Farthing and Randy Bush are pictured with Lorelei Duterte from General Mills.

New Arrivals



Joshua Floyd, son of Tim and Angie Casson, was born January 7, 2002.



Jeff and Shea Williams are pictured with their daughter, Madeline Grace, born December 16, 2001.

Honesty Award



Mark Travis was nominated for an Honesty Award by Ruth Sandefur for reporting an overpayment on his paycheck.



Noah Charles, son of Joni and Charles Sternberg, was born January 15, 2002.



Lorinda Lopez is pictured with her son, Felipe Noe, born November 1, 2001.

Your PathWays EAP is only a phone call away...

If you believe that counseling could be of benefit to you or a family member, call (812) 485-4700 or call toll-free 1-800-338-7492.

REXAM CLOSURES & CONTAINERS

3245 Kansas Road
Evansville, IN 47725

Please contact Human Resources to update your records if you have any changes in:

- *Address*
- *Phone Number*
- *Emergency Contacts*

More Perfect Attendance...



Perfect attendance awards were distributed on February 19th and 20th.



Congratulations to each of you on your perfect attendance!

Appendix 18

Hero Nomination Form

Thank You!

“Hero” Nomination Form

Nominated Associate _____

Date _____

Nominating Associate _____

Description of Service, Performance or Special Project:

Importance of Service, Performance or Project and Benefit to Rexam or Rexam Associates:

Received by Supervisor

Date

Human Resources

Date

Presentation Scheduled For _____

Award Options (please select one of the following):

_____ **Blockbuster Movie Rental Gift Card (Any location)**

_____ **Showplace Cinema Gift Certificate (Evansville & Newburgh)**

_____ **Movie Gallery Gift Card (Princeton)**

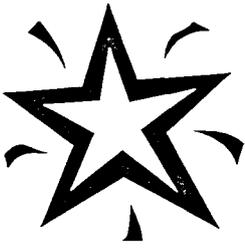
_____ **Hero T-shirt (size _____)**

“Hero” Program Administrative Guidelines

1. Any associate may nominate any other associate as a “Hero” for outstanding service, performance, a special project, etc. related to Rexam’s business.
2. Nomination forms will be available in the forms cabinet and in Human Resources.
3. Completed forms will be directed to the nominated associate’s immediate supervisor for review.
4. Upon receipt, the supervisor will verify the nomination and forward the form to Human Resources for review.
5. Human Resources will then arrange for the nominator to make the award presentation to the nominated associate. Photos will be taken for inclusion in the newsletter.
6. Award presentations must be made within 30 days of nomination.
7. Human Resources will take pictures for inclusion in the newsletter. Nomination forms for individual recognition will be retained in associate personnel files.

Appendix 19

Star Nomination Form



“Star” Nomination Form

Nominated Associate _____

Date _____

Nominating Supervisor _____

Description of Special Event, Project, or Activity:

Results or Benefit to Rexam or Rexam Associates:

Department Head

Date

Senior Executive

Date

Presentation Scheduled For _____

Award Options (please select one of the following):

_____ **Eastland Mall Gift Certificate (Evansville)**

_____ **Wal-Mart Gift Certificate**

“Star” Program Administrative Guidelines

1. First-line supervisors or department managers may nominate individuals or departments for recognition for special business related projects, events, or activities.
2. Awards may be recommended for individual or department recognition.
3. Nomination forms will be available in the forms cabinet, Human Resources and Shift Leaders’ offices.
4. The department manager will forward the completed nomination form to the Senior Executive in charge of the function for review and approval. The Senior Executive will return the completed form to the department manager.
5. The nominating supervisor or department head will be responsible for making the presentation to the nominated associate or group. This must be within 30 days of nomination.
6. Human Resources will take pictures for inclusion in the newsletter. Nomination forms for individual recognition will be retained in associate personnel files.

Appendix 20

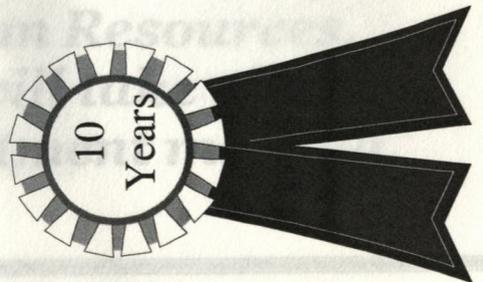
Service Award Packet Sample

REXAM CLOSURES & CONTAINERS

Service Award

(Associate Name)

***Congratulations on Ten Years of Service!
Your Dedication and Continued Efforts Are
Appreciated.***



Please choose an item from the enclosed Award Selection Sheet and return it to Human Resources.

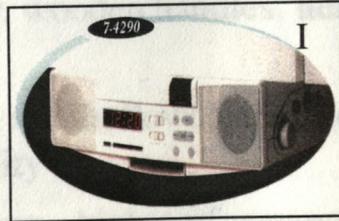
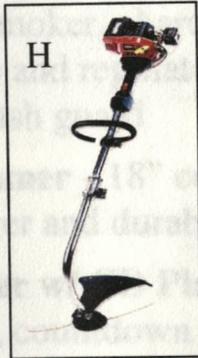
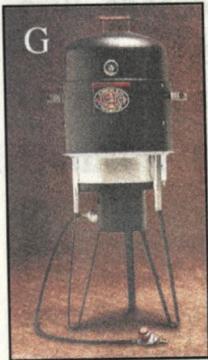
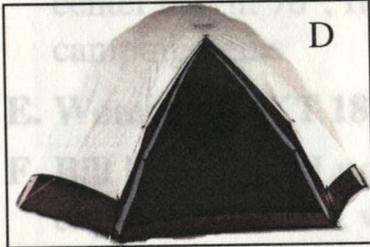
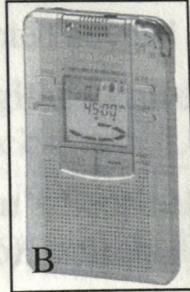
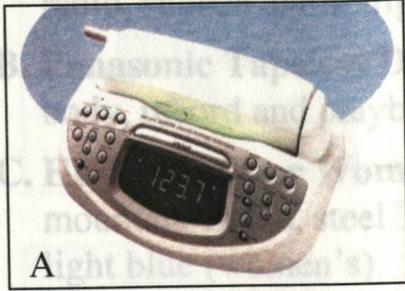
***Congratulations on
reaching a milestone in
your career at
Rexam Closures &
Containers.***

***Your dedication over the years is
appreciated. To express this
appreciation, Rexam has created a service
awards program designed especially for
our associates.***

***Enclosed you will find the information
needed to select your award. In addition
to the award sheet for your current level,
the award sheets for previous award
levels are also included. If you prefer an
item from a level other than the one you
are currently at, please note this on your
selection sheet. Once you have made
your selection, please forward your
selection sheet to Human Resources.
Award presentations will take place
during your shift/ department meeting.***

REXAM CLOSURES & CONTAINERS

10 Years of Service



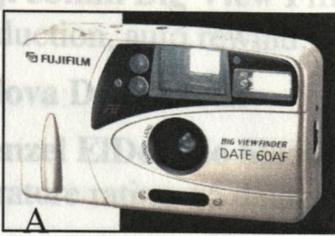
REXAM CLOSURES & CONTAINERS

10 Years of Service

- A. GE 900 MHz Cordless Bedroom Clock/Phone** - AM/FM clock radio, snooze alarm, lighted keypad on phone
- B. Panasonic Tapeless Digital Recorder** - Compact size, aluminum body, record and playback timers, LCD display
- C. Huffy Men's or Women's Sentinel 15-Speed Bike** - steel mountain frame, steel 36H wheels, liquid red (men's) or medium light blue (women's)
- D. Wenzel Solstice Family Dome Tent** - sleeps 4, 11'6" x 10', center height 70", fiberglass frame, mesh pockets for small camping items
- E. Women's 14KT 18" Rope Necklace**
- F. Bill Blass 3 pc. Luggage Set** - includes vertical 25" pullman, expandable duffel, wheeling duffel
- G. Brinkman Smoker Grill** - can be used as a LP gas smoker, gas grill, charcoal smoker, charcoal grill or gas cooker/fryer; includes U.L. listed hose and regulator, wooden handles, heat indicator, lava rocks and ash guard
- H. Homelite Trimmer** - 18" cut swath, PowerStroke engine maximizes power and durability
- I. GE Spacemaker w/ CD Player** - high-performance sub-woofer speaker system, countdown timer, variable bass control
- J. Women's Citizens Wrist Watch**
- K. Klondike 2-Room Cabin Tent w/ Gazebo**- sleeps 5-6, 12' x 9', center height 72", steel frame, four windows and mesh roof vents
- L. Men's Citizens Wrist Watch**
- M. RCA Portable CD Player Boombox** - 10 Watts of total power, remote control, 2-way speakers, CD shuffle play, digital volume control

REXAM CLOSURES & CONTAINERS

5 Years of Service



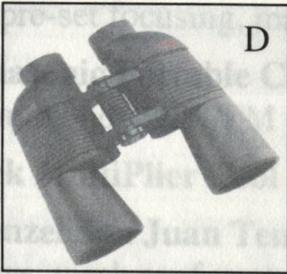
A



B



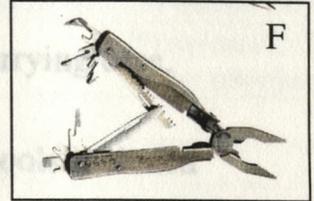
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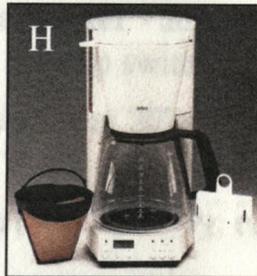
E



F



G



H



I



J



K



L



M



N

REXAM CLOSURES & CONTAINERS

5 Years of Service

Service Award Selection Sheet

- A. Fuji 35mm Big View Finder Date 60AF Camera** - auto flash w/ red-eye reduction, auto rewind, includes Fuji film, batteries, & pouch
- B. Bulova Desk Clock**
- C. Wenzel Eldorado Sleeping Bag (Pair)** - 38" x 81" oversize, temperature rating +5 degrees F, cotton liner
- D. Bushnell Perma Focus Binoculars** - wide angle, focus-free operation offers pre-set focusing, magnification 10x50
- E. Panasonic Portable CD Player** - 4-key remote, carrying case, aluminum body, AM/FM tuner
- F. Buck Multiplier Tool** - folds closed to 4 1/8", 10 tools included
- G. Wenzel San Juan Tent** - sleeps 4, 10'x7', center height 54", 3 doors, 4 windows, mesh roof vents for excellent ventilation
- H. Braun 12 Cup Programmable Coffeemaker** - adjustable auto shut off, hot plate sensor, digital clock/timer, 1-3 cup switch
- I. Premium Bag 2 pc Sport Luggage** - includes 20"x14"x7" wheeling carry-on and 16"x10"x8" tote
- J. GE 900 MHz Cordless Phone** - 10-number memory, one-touch redial, 32-channel auto scan
- K. Coleman Dual Fuel Gas Lantern** - dimensions 13 7/8" x 6", porcelainized ventilator won't rust, adjustable light output
- L. Braun Thermoscan Thermometer** - memory function recalls last temperature taken, LCD display, protective cover
- M. Char-Broil Electric Smoker Grill** - 1650 Watt, 6 qt. water pan, converts to tabletop grill
- N. Women's 14KT Bracelet**

*Note: In the event that an item is unavailable, a similar item will be substituted.
If you would like to view the jewelry items available please contact Human Resources.

REXAM CLOSURES & CONTAINERS

Service Award Selection Sheet 10 Years

Name: _____

Department: _____

Please mark your selection and return to Human Resources

Item	Please mark (X) your selection
A. Homelite Trimmer	
B. Remline 5 Drawer Truck Tool Box	
C. Brinkman Smoker Grill	
D. Men's Citizens Wrist Watch	
E. Huffy Men's or Women's Sentinel 15-Speed Bike	Men's
	Women's
F. Women's 14KT 18" Rope Necklace	
G. Bill Blass 3 pc Luggage Set	
H. Wenzel Solstice Deluxe Hex Dome Tent	
I. RCA Portable CD Player Boombox	
J. GE 900 MHz Cordless Bedroom Clock/Phone	
K. Wenzel Klondike 2-Room Cabin Tent w/ Gazebo	
L. GE Spacemaker w/ CD Player	
M. Women's Citizens Wrist Watch	

***Note:** In the event that an item is unavailable, a similar item will be substituted.
If you would like to view the jewelry items available please contact Human Resources.

Appendix 21

Community Involvement Team Bulletin Board Posting

Community Involvement Team

Are you interested in becoming more involved in the community? If so, Rexam is organizing a Community Involvement Team. The purpose of the team is to become more involved in the communities in which we live and work. The team will work together to develop sub-teams for various walks and other community activities. The team will meet quarterly in order to review and coordinate activities that will occur during the next quarter. As a member of the team you may participate in as many of the events that you would like, but will not be required to participate in all the activities. This team will be a core team to help create the sub-teams for each event. If you would like to participate on this team, please contact Human Resources no later than March 1st.

**Help make a Difference in our Communities –
Get Involved!**

Appendix 22

Community Involvement Team Meeting Minutes

Community Involvement Team – Meeting Minutes
March 26, 2002

- The purpose and focus of the team was discussed. The team will focus efforts on those community activities, which target groups who are unable to help themselves, such as the elderly and small children. The team members will serve as “captains” and contact points for various activities in order to get more involvement from all associates.
- Several possible activities and organizations were discussed:
 - Meals on Wheels – delivering meals on a monthly basis
 - State Hospital “Friend to Friend” Program – partnering with a patient to serve as a friend and mentor
 - WNIN Public TV and Radio – Radio reading service
 - Adopt-a-Spot beautification project
 - Habitat for Humanity
 - Tri-State Food Bank – collecting food
 - MDA Telethon
 - Evansville Christian Life Center – Thanksgiving dinner (cook and serve)
 - Poison Prevention/Child Safety programs at area schools
 - March of Dimes Walk
 - Relay for Life – Evansville, Princeton, and Madisonville
 - Operation City Beautiful project
 - Easter Seals Volunteer/Fantasy of Lights display
 - Junior Achievement
 - Mesker Park Zoo
 - Princeton Health Fair – set up booth with information on child resistant closures
 - Red Cross Safety Day – set up booth on poison prevention/safety issues
 - Race for the Cure
- The list of possible activities was narrowed down to the following, which Rexam will focus on for 2002:
 - Information will be posted regarding the State Hospital “Friend to Friend” program in order to gauge interest. If there is an interest level amongst associates, a hospital representative will meet with those associates to describe the program in greater detail.
 - Presentations for school children for the 2002-2003 school year will be scheduled. Presentations will focus on child safety/poison prevention and plastics. We will try to schedule at least one presentation in the Evansville, Princeton and Madisonville school districts.
 - Tri-State Food Bank food collection. A “Christmas in July” food drive will be coordinated in order to collect food donations during a time that the food bank may be running low.

- Race for the Cure – The captain and co-captain of the Rexam Closures & Containers team will gather information and work to form a team for this event
- Operation City Beautiful Project – Rexam will partner with local school children on a beautification project, which will take place in the fall.
- In addition to the targeted activities, information will be gathered on the other various volunteer opportunities and posted on the community involvement bulletin boards. This will allow associates access to the information in the event that they would be interested in participating on an individual basis.
- The next meeting of the Community Involvement Team will take place in May, at which time we will assess the progress on the particular activities. A specific date and time will be scheduled in the near future.
- If you have information on an activity that you would like posted, please bring it to Human Resources.

Appendix 23

2002 Picnic Survey

Associate Survey – 2002 Associate Picnic

In an effort to get an accurate idea of where a majority of associates would like to see the 2002 Associate Picnic, the Activities Team has put together the following survey. Please take a moment to complete the survey and return to your shift leader/department supervisor. Thank you!

The Activities Team has narrowed the location of the 2002 Associate Picnic to three choices. This selection was based on feedback from the initial picnic surveys distributed immediately following the 2001 Picnic and due to their central location relative to our three facilities (Evansville, Princeton, and Madisonville). Please rank the following locations in order of preference (1 being your first choice):

- _____ Burdette Park
- _____ Evansville Riverfront
- _____ Garvin Park & Otters Game

(At each location there would be family activities, such as games, offered. The specific activities have not been decided upon.)

Do you prefer the picnic on:

- _____ Saturday
- _____ Sunday

Do you prefer:

- _____ One event (alternating the shift rotation on which it falls every year)
- _____ Two events (scheduled on consecutive weekends to allow both rotations the opportunity to attend the event without losing pay or using vacation time)

Thank you again for your input!

Appendix 24

ShiftWorker Newsletter Sample

ShiftWorker

Achieving a Healthy Balance

Term to Know: Sleep Debt

When fatigue and sleepiness build up as a result of not getting enough sleep or disrupted sleep.



Beating the Pre-Dawn Blues

Studies show that fatigue on the night shift is greatest just before dawn around 4 a.m. to 5 a.m. Get yourself past that pre-dawn wall of tiredness with these ideas:

Snack for energy. Rather than reaching for a cup of coffee or sugary soda to wake you up, try a high-energy snack. **Ideas:** baby carrots, a piece of fruit, low-fat granola, yogurt, pretzels.

Lighten up. Light exposure during the wee hours can help you feel more alert. Make sure your work area is brightly lit, and also consider using a light box that emits a full spectrum of light to help you be productive through the night.

Move around. Standing up, walking around, stretching, doing jumping jacks or running in place can all help you perk up.

Better yet: Find a 24-hour gym where you can get a 30-minute exercise session during your dinner break.

Exercise your brain. On a break, try doing a crossword puzzle, reading an interesting magazine or playing a word or brain-teaser game with co-workers. The more active your mind and body, the more awake and productive you'll feel.

Depend on Each Other

Working at night or on rotating shifts can sometimes make you feel isolated. It's worth it to make an extra effort to connect yourself to your fellow employees. Having a "work buddy" can help you enjoy your work more, boost each other's morale and productivity, and improve safety. **Timely tips:**

Team up. In most situations, two heads are better than one. Work together with others who share your position, or cross-train across positions and even shifts to provide and gain support. Sharing knowledge and skills will get the job done more easily and help you avoid reinventing the wheel every time a challenge arises.

Offer help (and ask for it). If you see an overwhelmed co-worker, ask if he or she needs help. Sometimes a sympathetic ear and a fresh perspective are all that are needed

Relaxation Through Acupressure

Acupressure — pressing on specific pressure points on the body to induce relaxation and healing — can help you relax if you've had a stressful day and can even help you get to sleep faster after your shift. Ready yourself for sleep by practicing one of these acupressure techniques before bedtime. Apply pressure gently and steadily, and hold anywhere from one minute to 20 minutes as long as it's comfortable and relaxing.

Head: Pressing the "third eye point" can help get rid of tension headaches and alleviate eyestrain. Use your middle finger to press the spot between your eyebrows where there is a slight indentation between the bridge of your nose and your forehead.

Neck: Neck and shoulder tension can keep you from falling asleep. Sit comfortably and drop your head so there is a fist's width between your chin and your chest. Interlace your fingers behind your head, and press your thumbs gently into the small hollows at the base of your skull, one thumb on each side about a half-inch from your spine.

(continued on next page)



to get a person back on track. Don't go it alone when you're feeling low. Delegating responsibility and sharing tasks are great ways to foster a winning team attitude.

Even if you work alone, be sure to seek support. A friendly voice on a two-way radio or an understanding presence in a profession-related Internet chat room can help you find others who experience the same work challenges you do. Learning from others is a great way to stay sharp and productive.

Beyond Sleep

If you often feel exhausted but you're getting enough sleep, it pays to look into other possible causes of tiredness.

Diet

A diet high in fat and low in vitamins and minerals can make you feel lethargic. Stock up on fruits, vegetables and high-fiber snacks, and skip the heavy, high-fat meals. **Try this:** Eat five or six small meals a day, instead of three large ones.

Stress

Even small amounts of anxiety, worry and frustration can take their toll on your health and make you feel tired. **Solution:** Set realistic goals for yourself and deal with challenges head-on. Practice relaxation techniques such as deep breathing, visualization and stretching on a daily basis so they become healthy habits.

Dehydration

Working in a controlled climate and drinking caffeinated beverages such as coffee, tea and soda can add to dehydration, one of the prime causes of tiredness. **Remember:** Drink at least eight glasses of water per day. If you need more flavor, add lime or lemon.

Nothing saps productivity like feeling tired. Taking good care of yourself and getting adequate rest help you enjoy your life and your work much more.

Half Empty or Half Full? Heart Health May Depend on the Answer

According to a study published in *Psychosomatic Medicine*, people who blame themselves for bad events and believe that things will never change are more likely to develop heart disease than those who look on the bright side. Here's what you can do to foster a positive attitude:

1. **Laugh.** Laughter releases tension and combats negative feelings. Next time you're feeling down about everything, rent a funny movie, read the comics or call a humorous friend.
2. **MOVE ON.** Pessimists often let frustrations become larger than they really are. If you're still stewing over missing the bus last night, making a mistake at work, or not losing 5 pounds, make a conscious effort to move on. It may help to write a list of the day's or night's problems just before you go to bed. As you put aside your list, picture yourself putting aside your negative feelings, too. Each time you wake up, imagine yourself starting with a clean slate.

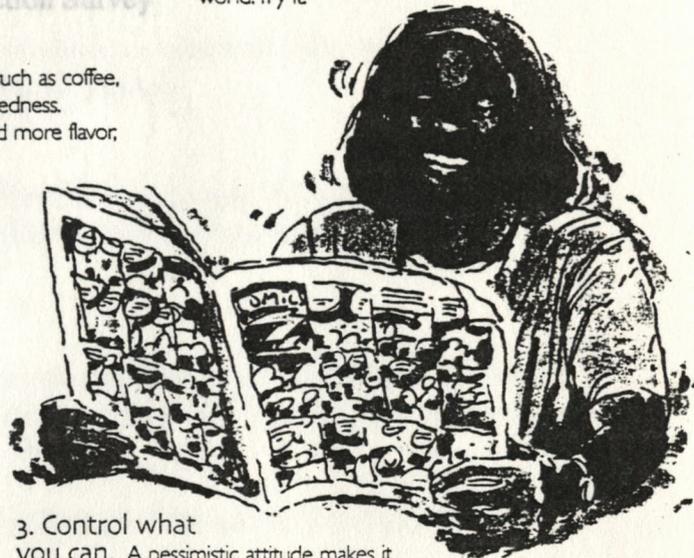


Relaxation... (continued)

Chest: Place your first three fingers in the middle of your breastbone, about four finger-widths above the bottom of your breastbone. Press there as you breathe slowly and deeply. Imagine the tensions of the day leaving your mind.

Wrist: The "spirit gate" point is found in the crease of your wrist on your outer arm. To find it, slide the middle finger of one hand down from the base of the pinky finger of the other hand until you find the hollow between the base of your hand and your outer wrist bone. Press once on each wrist to relieve nervousness and anxiety and to calm your emotions before sleep.

Though it is an ancient technique, acupressure is an easy and effective way to cope with the pressures of the modern world. Try it!



3. **Control what you can.** A pessimistic attitude makes it easy to lump together big problems that are out of your control ("This storm might make me have to change my weekend plans") in with the smaller ones that you can do something about ("I'm upset about that argument with my sister last week"). Separate what's bothering you into two groups — situations that are beyond your control and the problems you can solve. Resolve to tackle one problem in the solvable group each month.

When in doubt, smile. Even if you are feeling negative and down on yourself, if you make an effort to smile, your attitude just might follow the corners of your mouth ... upward. This small effort can have big heart benefits.

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Appendix 25

Associate Satisfaction Survey

Associate Satisfaction Survey

Following are questions relating to associate satisfaction levels in key areas. Please take a moment to answer each question by circling the number, which represents your current satisfaction level.

1 – Completely Dissatisfied (Does not meet any needs or expectations)

2 – Dissatisfied (Falls short of expectations)

3 – Satisfied (Meets expectations)

4 – Completely Satisfied (Exceeds all expectations)

1. How satisfied are you with the training and development opportunities available at Rexam Closures & Containers? (Ex. Maintenance Certification Program, Tuition Reimbursement Program, Master of Industrial Science Program)

1 2 3 4

2. How satisfied are you with the job specific training opportunities available? (Ex. Paulson training, on-site seminars, vendor/supplier provided training, outside seminars, promotion training)

1 2 3 4

3. How satisfied are you with the current communication efforts? (Ex. Associate newsletter, bulletin boards, business update meetings)

1 2 3 4

4. How satisfied are you with the current recognition programs being utilized? (Ex. Hero/Star programs, Service Awards Program, Perfect Attendance Program, Associate Appreciation)

1 2 3 4

5. How satisfied are you with the current associate involvement efforts? (Ex. Associate Picnic, Associate Christmas Party, Community Involvement Team, Open House)

1 2 3 4

6. What is your overall satisfaction level with Rexam Closures & Containers?

1 2 3 4

Suggestions for improvements to training, development, recognition and involvement programs:

Thank you for taking the time to complete this survey. Similar surveys will be conducted in the future in order to provide feedback on improvements and developments within the organization.

Voluntary Identification: _____

Appendix 26

Complete Summary of Actions, Proposals and Time Schedule

Summary of Actions, Proposals, and Time Schedule

	Task Name	Start	Finish
1	Develop timeline for Stage 1 – RESEARCH	12/17/01	12/17/01
2	Review previously conducted surveys	12/18/01	12/20/01
3	Develop questions for focus group meetings	12/18/01	12/20/01
4	Determine associates for focus groups	12/21/01	12/21/01
5	Determine schedule for focus group meetings	12/24/01	1/3/02
6	Inform associates of focus group meeting schedule	1/4/02	1/4/02
7	Conduct focus group meetings	1/7/02	1/18/02
8	Discuss results of focus group meetings and consolidate information gained	1/21/02	1/21/02
9	Solicit all departments for training needs	1/21/02	1/21/02
10	Determine action plans for implementing proposed changes	1/22/02	2/1/02
11	Supervisory training by outside consultant	1/24/02	1/25/02
12	Meet with Industrial Liaison to discuss action plans	1/28/02	1/28/02
13	Develop timeline for Stage 2 – DEVELOP	1/29/02	2/1/02
14	Meet with Faculty Advisor to discuss timeline	2/4/02	2/4/02
15	Revise bulletin boards at three facilities	2/5/02	2/22/02
16	Conduct surveys with other companies on attendance programs	2/5/02	2/22/02
17	Conduct forklift training in Madisonville	2/5/02	2/8/02
18	Develop list of departments and schedule for new newsletter feature	2/5/02	2/8/02
19	Solicit new members for Community Involvement Team	2/8/02	2/21/02
20	Request product/customers listing from Sales to include in upcoming issue of newsletter	2/8/02	2/22/02
21	Develop list of management and schedule for new newsletter feature	2/11/02	2/11/02
22	Route information forms for Management and Department newsletter features	2/15/02	2/28/02
23	Develop complete list of teams currently functioning	2/15/02	2/22/02
24	Mold Master training (Process training) conducted	2/18/02	2/22/02
25	Post minutes of all team meetings on bulletin boards	2/22/02	2/22/02
26	Finalize new members for Community Involvement Team	2/22/02	2/22/02
27	Locate trainer/program for Associate Appreciation	2/22/02	3/20/02
28	Meet with Vice President of Operations to discuss focus group meeting results and action plans	2/22/02	2/22/02
29	Conduct train-the-trainer classes	2/26/02	3/5/02

Summary of Actions, Proposals, and Time Schedule (Continued)

	Task Name	Start	Finish
30	Begin new features in newsletter	3/01/02	3/01/02
31	Meet with Faculty Advisor for project status update	3/4/02	3/4/02
32	Meet with Vice President of Operations and Plant Managers to further discuss proposed action plans	3/8/02	3/8/02
33	Check on cost/availability of additional computer equipment for training purposes	3/12/02	3/15/02
34	Create a Trainer Evaluation Form	3/12/02	3/15/02
35	Submit rough draft of project to Faculty Advisor	3/18/02	3/18/02
36	Gather and post educational information on various schools for further education	3/25/02	4/5/02
37	First meeting of Community Involvement Team	3/26/02	3/26/02
38	Conduct communication meetings with all associates on Rexam Way	4/1/02	5/1/02
39	Establish new business goals and targets	4/5/02	5/1/02
40	Schedule Business Update meetings	4/5/02	4/5/02
41	Follow up with Vice President of Operations and Plant Managers on action plans	4/5/02	4/5/02
42	Meet with Supervisors to discuss focus group results and action plans	4/5/02	5/1/02
43	Conduct final presentation and submit final project draft	4/15/02	4/15/02
44	Train all supervisors on Associate Appreciation Programs	4/22/02	6/1/02
45	Hold Positive Associate Relations classes with management	4/25/02	4/26/02
46	Conduct Focus Group meeting to discuss Rexam Way communications initiative	5/8/02	5/8/02
47	Gather information on job descriptions/duties/skills	5/20/02	6/1/02
48	Begin revision of new suggestion program	6/3/02	7/12/02
49	Develop training program for shift work	9/2/02	10/11/02
50	Implement new attendance program	1/2/03	1/2/03
51	Roll out new suggestion program	1/2/03	1/2/03