Raytheon Employee Engagement in Energy Conservation

Department of Energy
August 5, 2010

Steve Fugarazzo
Raytheon Company
Enterprise Energy Team
Presentation Overview

- Company Background

- Communication & Outreach Initiatives
  - Internal Partnerships
  - Energy Champions
  - Energy Citizens
  - Energy Awareness Events & Contests
Raytheon is a global technology company that provides innovative solutions to customers in 80 nations.

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

75,000 employees worldwide, 2009 revenue $25B
Energy and Raytheon Sustainability

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

**Energy**
Raytheon’s energy program has an impressive legacy and is well recognized in both the public and private sectors. Read More >>

**Environment**
At Raytheon, we strive to integrate environmentally friendly behavior into the daily practice of each of our businesses. Read More >>
What Energy Is To Us

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

Energy Conservation for Sustainable Growth
Why Focus on Employees?

- Raytheon has a long history of energy efficiency efforts
    - “JUICE” Poster Campaign
  - Main focus in 80’s and 90’s on infrastructure efficiency opportunities

- More focus on “untapped potential” with employees in recent years
  - Analysis of off-hour consumption showed room for improvement
    - Off-hour audits confirmed lots of waste happening
  - Employees were not motivated enough to save energy at work
  - Employees much more apt to practice conservation at home
  - Use ENERGY STAR “Work and Home” theme to reach employees
  - Utilize ENERGY STAR recognition to engage “top down” support
What’s The Best Approach?

One approach used in 1970’s

ENERGY CONSERVATION TICKET

THIS EQUIPMENT SHOULD BE TURNED OFF WHEN NOT REQUIRED FOR PRODUCTION USE.

TICKET STUB HAS BEEN forwarded TO MANAGER OF THIS DEPT.
Softer Approach May Work Better

Energy Conservation for a Competitive Advantage

Success Story

MDC – Dining Center

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

Vision

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

Approach and Results

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

Benefits

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

DO NOT POWER DOWN - CRITICAL PRODUCTION EQUIPMENT

POWER DOWN ONLY WHEN EQUIPMENT IS NOT IN USE

PRODUCTION IN PROCESS DO NOT SHUT DOWN UNTIL

DAILY: FOR INSTRUCTIONS SEE BELOW

POWER DOWN AT:

POWER UP AT: 8AM

WEEKEND: FOR INSTRUCTIONS SEE BELOW

POWER DOWN AT:

POWER UP AT:

REFER TO PROCESS/PROCEDURE NUMBERS 

POWER DOWN PER SPECIAL INSTRUCTIONS

Energy Audit Results

An Energy Audit of this area was conducted on date_________ time_________

Results: See checked boxes.

☐ All equipment and lights were turned off! Thank you for contributing to the energy conservation initiative!

☐ Items below were found left on in your office. In the future please follow the below:
  ☐ PC's should be powered off
  ☐ Monitors should be powered off
  ☐ Task light should be powered off
  ☐ Peripherals with power switches should be powered off
  ☐ External hard drives
  ☐ Scanners and local printers
  ☐ Speakers
  ☐ Unused power cords with transformers should be unplugged
  ☐ Laptop power cords
  ☐ Cell phone power cords

Help Make a Difference. Conserve energy wherever you can!
Partnerships with Internal Stakeholders

- Information Technology – Green IT
  - Raytheon recognized with InfoWorld Green 15 award
  - Named one of Uptime Institute’s 2009 "Global Green 100"

- Environmental, Health and Safety (EHS)
  - Earth Day events, employee contests

- Human Resources
  - New Employee Orientations
  - Online Energy Training

- Manufacturing

- Engineering

- Business Development
Critical Step: Develop a Network

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

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

**BE AN ENERGY CHAMPION**

Earn the chance to win an i-Pod® in the process!

*Find out how at one of our*

**Energy Events**

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

**El Segundo North:** 11:00am - 1:00pm  
July 12 - 13
Energy Citizen Background & History

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

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

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

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

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

Ultimate vision is 100% or Total Employee Engagement
Raytheon 2010 Energy Citizens (through May)

Expect to exceed 50% goal for 2010
Earth Day Awareness Activities

Raytheon Celebrates the 40th Anniversary of Earth Day

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

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

Raytheon’s Long-Term Sustainability Goals

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

Energy Management at Raytheon

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

Climate Change and Greenhouse Gas Emissions (GHG)

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

More Information

Raytheon Sustainability

Environmental Protection Agency (EPA): Earth Day 2010

Related Articles

Our Commitment to Future Generations: Energy Efficiency Update

Renew Your Commitment: Become a 2010 Energy Citizen

Raytheon Recognized for Leadership in Reducing Toxic Material Use

Smart Sprinklers: NCS Fullerton’s New Irrigation System Highlighted as Raytheon Sustainability Best Practice

Raytheon Recognized With 2010 ENERGY STAR Award
Energy Awareness Month

Raytheon Celebrates Energy Awareness Month

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

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

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

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

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

Kids “R” Cool

EHS & Energy Drawing Contest

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

Official Rules
Click here for downloadable PDF.

Drawing Forms
Click here for downloadable PDF below.

Prize List
• 1st Grand Prize winners will receive a certificate of recognition, a $100 gift card to Toys R Us, and an EHS calendar.
• 1st runners-up will receive a certificate of recognition and a $50 gift card to Toys R Us.
• Every child who submits an entry will receive a colorful safety awareness brochure and a set of stickers.

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

EHS Center Managers

Raytheon

How My Family Saves Energy...

When you’re done using things that run on electricity, TURN THEM OFF.

TVS, video games, computers, lights—ANYTHING.
Questions ????
Achieving Total Employee Engagement in Energy Efficiency

Best Practice Process Development

Mary Alice Kurtz
General Motors
Worldwide Facilities Group
August 5, 2010
Global Best Practice Process

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

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

Goal: Quick sharing & implementation of Best Practices with the intent to maximize Waste Reduction Globally.
Critical Steps in Developing a successful Best Practice process

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

*Process and System Database facilitate quick implementation*

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

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

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

Focus on implementation of specific plans
Common plant processes and meeting structure
Share ideas across plants quickly

Lower Total Cost And Eliminate Waste !!
Account Council Review Structure
For each financial account....
Best Practice Process Integration into the Account Reporting Structure

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

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

**Plant:**
- Innovation & Implementation of Region & Global Best Practices
- Account Review w/ Plant Manager
Subject Matter Expertise

Critical Support in Best Practice Development

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

## Report Templates

<table>
<thead>
<tr>
<th>Sector</th>
<th>Jul-09</th>
<th>Aug-09</th>
<th>Sep-09</th>
<th>Oct-09</th>
<th>Nov-09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assembly</td>
<td>58%</td>
<td>60%</td>
<td>63%</td>
<td>64%</td>
<td>65%</td>
</tr>
<tr>
<td>Stamping</td>
<td>65%</td>
<td>67%</td>
<td>67%</td>
<td>67%</td>
<td>68%</td>
</tr>
<tr>
<td>Engine</td>
<td>57%</td>
<td>57%</td>
<td>57%</td>
<td>57%</td>
<td>56%</td>
</tr>
<tr>
<td>Transmission</td>
<td>52%</td>
<td>55%</td>
<td>55%</td>
<td>56%</td>
<td>56%</td>
</tr>
<tr>
<td>Casting</td>
<td>58%</td>
<td>60%</td>
<td>60%</td>
<td>61%</td>
<td>61%</td>
</tr>
</tbody>
</table>

### Plant Statistics

- **Total Reported:** 80
- **Total Adopted (IN/AD/AI):** 68
- **Count Adopted:** 68

### Plant Name

<table>
<thead>
<tr>
<th>Plant Name</th>
<th>Reported</th>
<th>Not Applicable</th>
<th>Adopted</th>
<th>Count Adopted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pluma (M)</td>
<td>100%</td>
<td>33%</td>
<td>68%</td>
<td>54</td>
</tr>
<tr>
<td>Lansing Delta (AM)</td>
<td>100%</td>
<td>38%</td>
<td>63%</td>
<td>50</td>
</tr>
<tr>
<td>Lansing G.R. (A)</td>
<td>100%</td>
<td>33%</td>
<td>68%</td>
<td>53</td>
</tr>
<tr>
<td>Bowling Green (A)</td>
<td>99%</td>
<td>21%</td>
<td>78%</td>
<td>62</td>
</tr>
<tr>
<td>Fairfax (A)</td>
<td>99%</td>
<td>21%</td>
<td>74%</td>
<td>59</td>
</tr>
<tr>
<td>Slasco (A)</td>
<td>96%</td>
<td>24%</td>
<td>73%</td>
<td>58</td>
</tr>
<tr>
<td>Hamtramck (A)</td>
<td>96%</td>
<td>26%</td>
<td>68%</td>
<td>52</td>
</tr>
<tr>
<td>Mansfield (M)</td>
<td>91%</td>
<td>26%</td>
<td>65%</td>
<td>52</td>
</tr>
<tr>
<td>Marison (M)</td>
<td>91%</td>
<td>38%</td>
<td>54%</td>
<td>43</td>
</tr>
<tr>
<td>Oshawa S Stamping (M)</td>
<td>91%</td>
<td>43%</td>
<td>49%</td>
<td>39</td>
</tr>
<tr>
<td>Indianapolis (M)</td>
<td>91%</td>
<td>39%</td>
<td>53%</td>
<td>39</td>
</tr>
<tr>
<td>San Luis Potosi Mexico</td>
<td>90%</td>
<td>26%</td>
<td>64%</td>
<td>50</td>
</tr>
<tr>
<td>Oshawa Car Consolidated (A)</td>
<td>88%</td>
<td>33%</td>
<td>55%</td>
<td>41</td>
</tr>
<tr>
<td>Oshawa Car Flex (A)</td>
<td>88%</td>
<td>33%</td>
<td>55%</td>
<td>41</td>
</tr>
<tr>
<td>Flint Truck (A)</td>
<td>88%</td>
<td>21%</td>
<td>66%</td>
<td>53</td>
</tr>
<tr>
<td>Spring Hill Stamping</td>
<td>86%</td>
<td>13%</td>
<td>74%</td>
<td>59</td>
</tr>
<tr>
<td>Ramos Airzpe 2</td>
<td>86%</td>
<td>20%</td>
<td>66%</td>
<td>53</td>
</tr>
<tr>
<td>Shaoqiao (AM)</td>
<td>86%</td>
<td>25%</td>
<td>58%</td>
<td>46</td>
</tr>
<tr>
<td>Ramos Airzpe Stamping (M)</td>
<td>86%</td>
<td>31%</td>
<td>55%</td>
<td>44</td>
</tr>
<tr>
<td>Poriad Stamping (M)</td>
<td>85%</td>
<td>33%</td>
<td>53%</td>
<td>42</td>
</tr>
<tr>
<td>Fort Wayne (A)</td>
<td>80%</td>
<td>23%</td>
<td>58%</td>
<td>46</td>
</tr>
<tr>
<td>Workville (A/M)</td>
<td>70%</td>
<td>19%</td>
<td>51%</td>
<td>41</td>
</tr>
<tr>
<td>Lowell (A/M)</td>
<td>70%</td>
<td>20%</td>
<td>50%</td>
<td>40</td>
</tr>
<tr>
<td>Arlington (A)</td>
<td>51%</td>
<td>11%</td>
<td>40%</td>
<td>32</td>
</tr>
</tbody>
</table>

### GMNA Total

- **Total Approved BuGMs:** 76
- **Total Adopted (IN/AD/AI):** 68
- **Count Adopted:** 68

### Fairfax Assay

<table>
<thead>
<tr>
<th>Account</th>
<th>Jun-09</th>
<th>Jul-09</th>
<th>Aug-09</th>
<th>Sep-09</th>
<th>Oct-09</th>
<th>Nov-09</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>60%</td>
<td>58%</td>
<td>60%</td>
<td>63%</td>
<td>64%</td>
<td>65%</td>
</tr>
<tr>
<td>3000</td>
<td>66%</td>
<td>65%</td>
<td>67%</td>
<td>67%</td>
<td>67%</td>
<td>68%</td>
</tr>
<tr>
<td>4000</td>
<td>58%</td>
<td>57%</td>
<td>57%</td>
<td>57%</td>
<td>57%</td>
<td>56%</td>
</tr>
<tr>
<td>5000</td>
<td>54%</td>
<td>52%</td>
<td>55%</td>
<td>55%</td>
<td>55%</td>
<td>56%</td>
</tr>
<tr>
<td>7000</td>
<td>57%</td>
<td>58%</td>
<td>60%</td>
<td>60%</td>
<td>61%</td>
<td>61%</td>
</tr>
<tr>
<td>8000</td>
<td>60%</td>
<td>58%</td>
<td>60%</td>
<td>63%</td>
<td>67%</td>
<td>67%</td>
</tr>
<tr>
<td>9000</td>
<td>66%</td>
<td>65%</td>
<td>67%</td>
<td>67%</td>
<td>59%</td>
<td>62%</td>
</tr>
</tbody>
</table>
Best Practice Development Lifecycle

**Best Practice (BP) idea is implemented**

Subject Matter Experts

BP idea forward to Plant Account Champion

BP idea Reviewed in Sector Meeting

Accept

Reject

Originate inputs BP into the Database

Acct Champion Meeting

Best Practice is Regionally Approved and Globally Shared

Review approved BP with other Sectors

Regions Accept or Reject Globally Shared BP

Regions share new BPs with all Regions

Best Practice process complete

Originating Region BP Lead updates Region status in database

Global Sharing

Sector Level

Acct Champion Level
Cost Council Website
Best Practice Website

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

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

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

How can I Participate?

- To submit a best practice for global consideration - Click "Submit a BuGM" (BuGM Process Overview required to submit)
- Click here to view ideas that have already been submitted

Submit a BuGM

Review Existing BuGMs
Best Practice Implementation Status *by Plant*

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

### Bochum Germany (A)

<table>
<thead>
<tr>
<th>Category</th>
<th>Body</th>
<th>General Assembly</th>
<th>Maintenance</th>
<th>Paint</th>
<th>Supply Chain</th>
<th>Press</th>
<th>Quality</th>
<th>Facilities</th>
<th>Environmental</th>
<th>Energy</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved</td>
<td>164</td>
<td>255</td>
<td>34</td>
<td>117</td>
<td>109</td>
<td>177</td>
<td>148</td>
<td>11</td>
<td>3</td>
<td>25</td>
<td>1043</td>
</tr>
<tr>
<td>Accepted (AI, IN, AD)</td>
<td>102</td>
<td>186</td>
<td>28</td>
<td>85</td>
<td>80</td>
<td>132</td>
<td>111</td>
<td>8</td>
<td>2</td>
<td>18</td>
<td>752</td>
</tr>
<tr>
<td>Not Applicable (NA)</td>
<td>54</td>
<td>63</td>
<td>6</td>
<td>32</td>
<td>22</td>
<td>42</td>
<td>21</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td>247</td>
</tr>
<tr>
<td>Grand Total</td>
<td>158</td>
<td>249</td>
<td>34</td>
<td>117</td>
<td>102</td>
<td>174</td>
<td>132</td>
<td>9</td>
<td>3</td>
<td>23</td>
<td>999</td>
</tr>
<tr>
<td>Under Evaluation</td>
<td>8</td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>7</td>
<td>3</td>
<td>16</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>44</td>
</tr>
</tbody>
</table>

*Paint Data Does Not Include Polymers

### Hamtramck (A)

<table>
<thead>
<tr>
<th>Category</th>
<th>2000</th>
<th>3000</th>
<th>4000</th>
<th>5000</th>
<th>7000</th>
<th>8000</th>
<th>9000</th>
<th>Indirect Inventory</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved</td>
<td>20</td>
<td>1</td>
<td>56</td>
<td>41</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>123</td>
</tr>
<tr>
<td>Accepted (AI, IN, AD)</td>
<td>10</td>
<td>0</td>
<td>34</td>
<td>20</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>66</td>
</tr>
<tr>
<td>Not Applicable (NA)</td>
<td>6</td>
<td>1</td>
<td>21</td>
<td>21</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>52</td>
</tr>
<tr>
<td>Grand Total</td>
<td>16</td>
<td>1</td>
<td>55</td>
<td>41</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>118</td>
</tr>
<tr>
<td>Under Evaluation</td>
<td>4</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5</td>
</tr>
</tbody>
</table>
## Summary Reports

### Best Practice Implementation Status

#### Status At A Glance - Utilities

<table>
<thead>
<tr>
<th>NA/Sector/Plant</th>
<th>NA Account Champion</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL COST COUNCIL FOCUS</td>
<td></td>
</tr>
</tbody>
</table>

#### Financial Status

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Forecast</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget CPU</td>
<td>$174</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Best Practice Adoption Status - Utilities

<table>
<thead>
<tr>
<th>Assembly Level</th>
<th>Adoption</th>
<th>NA % Reported</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assembly</td>
<td>51</td>
<td></td>
</tr>
<tr>
<td>Sector</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td>Assm</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>Assy</td>
<td>41</td>
<td></td>
</tr>
<tr>
<td>Contig</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>Plant</td>
<td>39</td>
<td></td>
</tr>
<tr>
<td>Sector Level</td>
<td>37</td>
<td></td>
</tr>
<tr>
<td>Plant</td>
<td>36</td>
<td></td>
</tr>
<tr>
<td>Assm</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td>Assy</td>
<td>34</td>
<td></td>
</tr>
<tr>
<td>Contig</td>
<td>33</td>
<td></td>
</tr>
<tr>
<td>Plant</td>
<td>32</td>
<td></td>
</tr>
<tr>
<td>Sector Level</td>
<td>31</td>
<td></td>
</tr>
<tr>
<td>Plant</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>Assm</td>
<td>29</td>
<td></td>
</tr>
<tr>
<td>Assy</td>
<td>28</td>
<td></td>
</tr>
<tr>
<td>Contig</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td>Plant</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>Sector Level</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>Plant</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td>Assm</td>
<td>23</td>
<td></td>
</tr>
<tr>
<td>Assy</td>
<td>22</td>
<td></td>
</tr>
<tr>
<td>Contig</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>Plant</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Sector Level</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>Plant</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>Assm</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Assy</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>Contig</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Plant</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>Sector Level</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Plant</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>Assm</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Assy</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Contig</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Plant</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Sector Level</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Plant</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Assm</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Assy</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Contig</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Plant</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Sector Level</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Plant</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

#### Cost (000's) & CPU

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Forecast</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget CPU</td>
<td>$2,614</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Sector Level

<table>
<thead>
<tr>
<th>NA/Sector/Plant</th>
<th>NA Account Champion</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL COST COUNCIL FOCUS</td>
<td></td>
</tr>
</tbody>
</table>

## Reports
Questions.....