



# WINDSOR TALKS

ONE TEAM. ONE PLAN. ONE GOAL. ONE FORD.



On Friday, February 26, 2010, Ontario government officials, Sandra Pupatello, Minister of Economic Development & Trade and Dwight Duncan, Minister of Finance, along with Ken Lewenza, CAW President, Jim Tetreault, Ford's North American Mfg. Vice Pres., and the entire Ford team at Windsor Engine Plant celebrated over \$590 Mils. of investment in Essex Engine Plant! With this investment, Essex Engine Plant, which was closed in 2007, will build the all new 5.0L V8 engine and support expansion of the Ford North

American Centre for Advanced Powertrain Research and Innovation. Essex Engine Plant is nearing completion and will be ready to begin engine production and powertrain research very soon. As mentioned during the celebration event by Mr. Tetreault, this has been a remarkable transformation of plant and culture at Essex Engine. The re-opening of Essex Engine Plant has been the only time Ford Motor Company has re-opened a previously closed facility in North America. Congratulations to all and thank you for your support of the launch of Essex Engine Plant!

I would also like to talk about safety. Put SAFETY FIRST. During the last few weeks, there has been a significant increase in serious injuries in manufacturing plants across North America. Specifically, pedestrian safety incidents (slips, trips and falls) and accidents involving PMHV vehicles have dominated the Serious Injury Report deck published weekly. As we are sadly reminded from the fatality at Oakville Assembly Plant and the fatality last year at Bramalea HVC, accidents involving PMHV vehicles can have very tragic consequences. As a pedestrian, please stay in the pedestrian aisles, take precaution at intersections, corners and blind spots and move away from your station when stock is being changed out on your job. Drivers, please obey all safety rules, sound your horn when approaching pedestrians and always complete a safety evaluation of your vehicle before you begin your shift. Thank you.

*Best Regards, Alex Maciag, Site Operations Mgr.*

## **Safety: International Repetitive Strain Injury**

February was recognized throughout the world as a time to promote awareness on Repetitive Strain Injuries (RSI). RSI's are among the fastest growing types of occupational injuries and illnesses today. At Windsor and Essex Engine Plants, we are continuously working on improving the design and station layout of work stations to prevent RSI's. To do this, we incorporate ergonomic improvements. Ergonomics refers to the relationship between the capabilities of the human body and work which is performed. In simpler terms, ergonomics is fitting jobs to people.

Each plant has a Local Ergonomic Committee (LEC) of well trained and determined individuals that meet on a regular basis. The committee has a cross function representation from health and safety, hourly representatives, medical, maintenance, engineering and operations. The goal of the LEC is to identify and evaluate tasks which may have the potential to injure (i.e., repetitive injuries, overexertion) and eliminate the stresses by means of ergonomic design. A well designed work station should have elements which can be adjusted to the size and physical capabilities of the different people who use it to minimize stresses placed on the body. Repetitive motion problems include:

- Carpal Tunnel Syndrome—a nerve disorder of the hand and wrist
- Tendonitis—inflammation of tendons in non-specific areas
- Epicondylitis—inflammation of tendons attached to the elbow
- Trigger Finger—disorder affecting tendons of the fingers

If you think you may be developing symptoms of any of these problems, talk to your MA, Team Leader and/or LEC. Together, we may find new ways to eliminate repetitive motion problems. This may include stretching exercises particularly with your hands. A number of large posters describing different "hand exercises" have recently been added to your department's safety board. Please review the posters and do the exercises prior to coming to work and during breaks, before a problem starts. Remember, safety starts with everyone.

*Roger DenBoer, Health & Safety Dept.*

**Environmental: Make It A Team Effort In 2010 !**

**Working on the Environment Positively Impacts Other Plant Metrics!**

As we move into our routines for 2010, let's keep a few things in mind to continue moving forward. Why not make this year, *the year of the team!* As we look back at the positive efforts and results of Windsor's team work and our accomplishments in the Environment, we also had a definite added benefit in Safety, Quality, Delivery, Cost and Morale metrics. Key Team challenges remain in reducing oil, coolant, water and energy usage. Every action helps the bottom line. Working on the Environment also has a positive impact on **Safety, Quality, Delivery, Cost and Morale**. Take a look at the objectives for your team and for the plant on your team/departmental SQDCME boards.

**What can you do to give the customer a quality part?**

Clean your work area. **Eliminate contamination sources**—attend to housekeeping. Eliminate all oil and water leaks.

**What can you do to help reduce energy in your area?**

Follow all shutdown energy procedures in your area. **It all adds up!**

Energy should be consumed only when making parts! Listen for compressed air leaks in your areas and tag them. They need to be fixed as soon as possible. Compressed air is very expensive.

**What can you do to help reduce coolant usage in your area?**

Put waste in the appropriate spot. Do not put cleaning liquids in the coolant systems. **It all adds up!** Keep the coolant free of cleaners and this will reduce coolant usage and keep the coolant systems safer!

**How can you help the plant's bottom line?**

Look for ways to help reduce scrap. **Make it right the first time and this eliminates waste at all levels.**

**Do you hold regular team meetings?**

Participate and offer suggestions for improvement. **Be a part of your Team's success!**

Any suggestions for Environmental savings can be forwarded to Chris Vilag or Carmela Franco.

Keep a good focus in 2010. Familiarize yourself with the SQDCME boards, all metrics for 2010 and have a positive influence on meeting this year's objectives. Don't get left behind! YOU and YOUR TEAM help make Windsor Engine successful !!!

*Karen Leblanc, WEP/EEP Central Engineering Manager*

**Cost: Financials—2009 Results & 2010 Targets**

In late January, the Company announced its 2009 financial results. Full year net income was \$2.76 billion or 86 cents per share, a \$17.5 billion improvement from the prior year. Some of the 2009 highlights included:

- Ford North America's 4th Quarter pre-tax operating profits of \$707 million, a \$2.6 billion improvement from 2008.
- Reduced Automotive structural costs by \$5.1 billion, exceeding the target of about \$4 billion
- Ended the year with \$25.5 billion of automotive gross cash and \$34.3 billion in automotive debt
- Strong products drove full year market share gains in North America, South America and Europe as well as continued improvements in transaction prices and margins
- For full year 2010, Ford plans to be profitable on a pre-tax basis excluding special items for North America, total automotive and total Company, with positive automotive operating-related cash flow, based on its assumptions.

*"We delivered very encouraging results in the fourth quarter and for full year 2009 despite severe economic headwinds, although our transformation remains a work in progress" said Lewis Booth, Ford Executive Vice President and Chief Financial Officer. "We are committed to staying absolutely focused on executing our plan to deliver profitable growth".*

As a site, in 2009, Windsor reported favourable labour and overhead cost performance at WEP and favourable launch cost performance at both WEP & EEP. These operating results represented a positive contribution to the favourable financial results within manufacturing and for the Company.

The Company still carries a debt burden that our competitors are not faced with. As a result, there will be continued emphasis on cost control, operating efficiency and cash flow management in 2010. Accordingly, our 2010 operating budgets have all been tasked to further improve financial results.

Our fundamental plan to deliver **ONE FORD** is working and it remains solid and unchanged.

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*Rich Rothmann, Windsor Site Controller*

**Delivery:** The plant achieved our Build-to-Schedule for the month of February. Congratulations! This was the second straight month that our B-T-S was achieved. The unfortunate circumstance was that unapproved overtime was required in a few of the machining departments. It is imperative that all departments continue to make their daily requirements. The plant is not budgeted for unscheduled overtime.

<b>Department</b>	<b>2010 JPH Target</b>	<b>2010 YTD JPH (02/19/10)</b>	<b>(+/-) JPH</b>
Engine Assembly	149.00	151.1	+2.1 JPH
Cylinder Block	82.00	82.5	+0.5 JPH
V8 Crankshaft	82.00	83.1	+1.1 JPH
3 Valve Machining	60.00	62.4	+2.4 JPH
Connecting Rod	113.00	120.9	+7.9 JPH
Camshaft	126.50	133.9	+7.4 JPH
2V Cylinder Head	53.00	47.1	-5.9 JPH

**March Schedule:** There are currently a couple of down days and downshifts planned for the month of March.

*Tony Savoni, Machining/Assembly Area Manager, WEP*