

P.1a Organizational Environment

Context Manufacturer of medium–size gas and diesel lawn tractors in Kinston, NC. One of four divisions under parent. Producing tractors since 2004.

Main product offerings and mix 3 main lawn tractor products: Commercial (50%); Household (30%); & Putting Green (20%)

Delivery Mechanisms Partnership with CEVA Logistics for delivery of products to dealers (distributor network) which sell tractors direct to end-users, as well as maintain, service, and repair products.

Mission Create new value through innovation and a focus on quality, cost, and delivery.

Vision Be the leading manufacturer of quality lawn tractors, with a low cost of ownership and the best overall value.

Values “*Be Proud *Lead *Think Critically *Respect Others”

Core Competencies Relationship Building, Idea Generation, Guiding Principles, Talent Development; (plus future CC of "Value Engineering")

Workforce Profile 560 FT “associates” + 29 temporaries, organized by departments

Recent workforce changes None specifically mentioned

Workforce Groups and Segments No volunteers; 5% temporary. 33% have 10+ years of service; 58% hourly (production, shipping/receiving, support - HR, IT, Finance); 37% salaried or management (Admin, Quality, Facilities/Environmental, Engineers). Categories are Associates 64%, Management 18%, Engineers 18%. Diversity - 70% male; 33% White, 62% African American 34% 18-31 and 32-47 years of age, 1% are 67 or older. Education - 61% Diploma or equivalent; 9% AA/AS Degree, 10% BA/BS Degree, 1% Post-Grad, 19% Certifications. See Figure P.1-5.

Workforce educational requirements Varies by job - detailed in each job description

Key Engagement factors Engagement key elements: participating in Learning Communities, comprehensive training programs, rewards and recognition and a focus on SQDCPME; Safety and health requirements: safe work environment, protection from injury and support a healthy lifestyle; key requirements: Learning Communities, Reward and Recognition, SQDCPME (ALL); Skills Development Training (Temporary); Cross-Training (Hourly); Leadership Training (Salaried)

Special Health and Safety Requirements Safe work environment, protection from injury, and support for a healthy lifestyle. Extensive training required on personal and environmental safety upon employment and annually thereafter. Annual competency demonstrations for specific job roles.

Facilities, technology, and equipment 600K sq ft facility; major technological processes include circuit testing, assembly, material analysis, in–process inspection, and final assembly; major equipment includes: manufacturing equipment, backup power generators, IT servers, test products, logistics equipment, and forklifts.

Regulatory Environment "Intense" legal & regulatory environment – including state and national laws, regulations, and standards. IRS & NC audit requirements; DOL standards for workforce; NCDENR requirements for air quality.

Occupational health and safety regulations Subject to OSHA requirements; some requirements for PPE and specialized safety training. Annual workplace safety training for all associates.

Accreditation, certification, registration Pursues voluntary ISO certification

Industry standards and regulations Parent mandated ISO 9000 & 14000 certification, EPA requirements