

Durham, North Carolina ...

Home of GE Aviation's
high performance self-directed work teams



Durham Plant History

500 acres of land

500,000 sq. ft. of floor space

Constructed
for GE
Energy PS
Steam
Turbines

First GE90 &
CF6-80C2

GE90-15B
CF34-8D/E
CFM56-5

GP7000
CF6-80C2 L1F
LMS100

GENX/GE90
Repair
Station

GE9X

1993

1999

2003

2007

2014

1972

1994

2002

2004

2009

2018

Site opened
by Aviation

CFM 56-7 &
CF34-8C

CF34-10

GENX

LEAP
Passport

Continuous evolution to
support our Customers!



Durham Product Mix

GEnx



Falcon Kodiak
Equipodos Raven

GE90/9X



Horizon Pioneer
Synergy

Hospital & Surge



Frontier

CFM56-5/7



Liberty Odyssey
Mirage Summit

LEAP



Freedom Vector
Patriot Vortex
Phoenix Voyager
Titan

Support Team

*Engineering, Quality,
Materials, EH&S, HR,
IT, Facilities and
Finance*

Aviators



Drivers - reasons for implementation

- ✓ Location
- ✓ Environment
- ✓ Economy
- ✓ Aviation Industry

Cape Fear River



Falls Lake



Jordan Lake



Neuse River



Cultural Assessment & Action Plan – *Step by Step Process*

1 Determine Current Culture

How: Answer the following:

- What is the primary driver of our programs?
- How much time we spend primarily reacting or on proactive activities?
- What are employees' perception?
- What does the data say about our Programs?

Who: Pulse all levels of employees(leadership, teams) – no formal assessment is required

Actions: Review available data for evidence (Site strategic plans, Team and individuals performance objectives, lagging and leading indicators, etc.)

2 Identify Specific Culture Actions

How: Answer the following:

- Have we defined core values & aligned behaviors?
- What are the operation's weaknesses?
- What additional training or help do we need?
- Based on assessment of current state, what characteristics are listed in improved culture categories that we can leverage?

Actions: Evaluate Components of Strong Culture (1) Engaged Leadership, (2) Employee partnership, (3) Risk-based/Learning focused strategy

3 Incorporate Actions into Strategic Plan

How: Answer the following:

- How will we track these actions to completion?
- How will we integrate culture actions & conversations into the operational process?
- What rhythms are needed to keep culture a primary focus during the year?
- How will we assess the success of your actions from the perception of all employees?

Actions: Integrate culture into Operational Rhythms

4 Train All Leaders/Managers

How:

- Use the Culture Fundamentals Training Presentation to deliver the training
- Identify external resources to deliver training as needed

Who: Training is required for anyone with a direct report

Actions: Culture Fundamentals Training

5 Formally Pulse Employee Perception

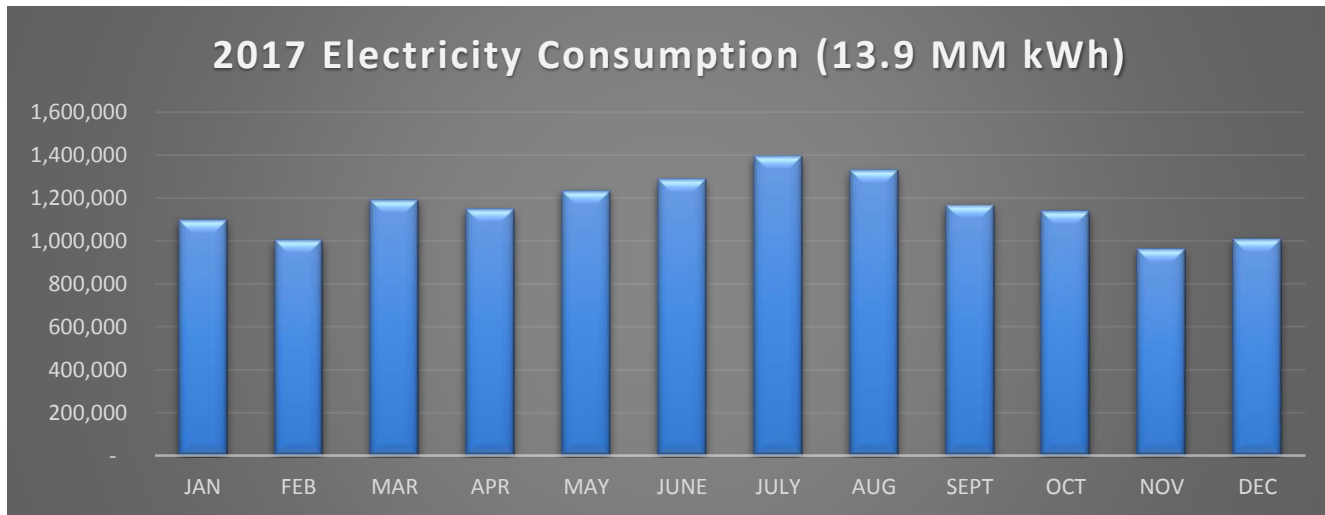
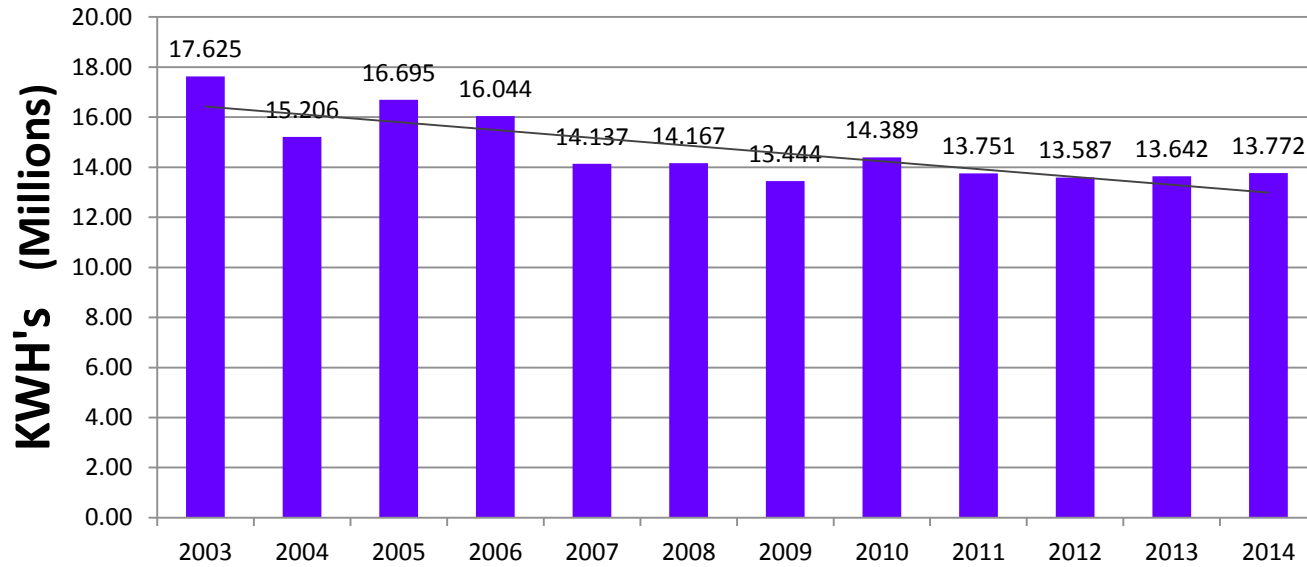
How:

- Formal perception survey of employees
- Roundtable meetings with employees
- Informal routine pulses

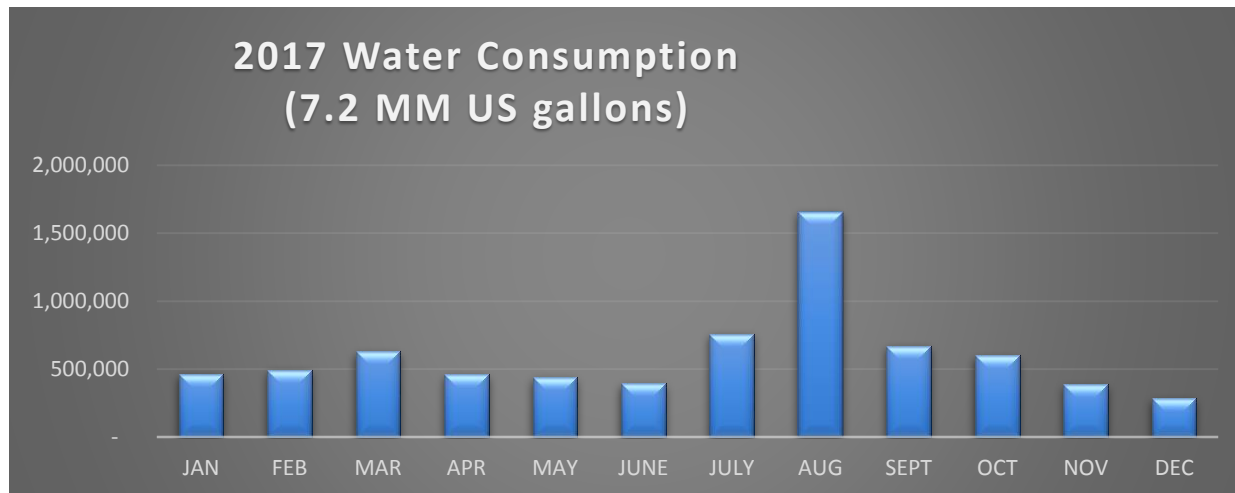
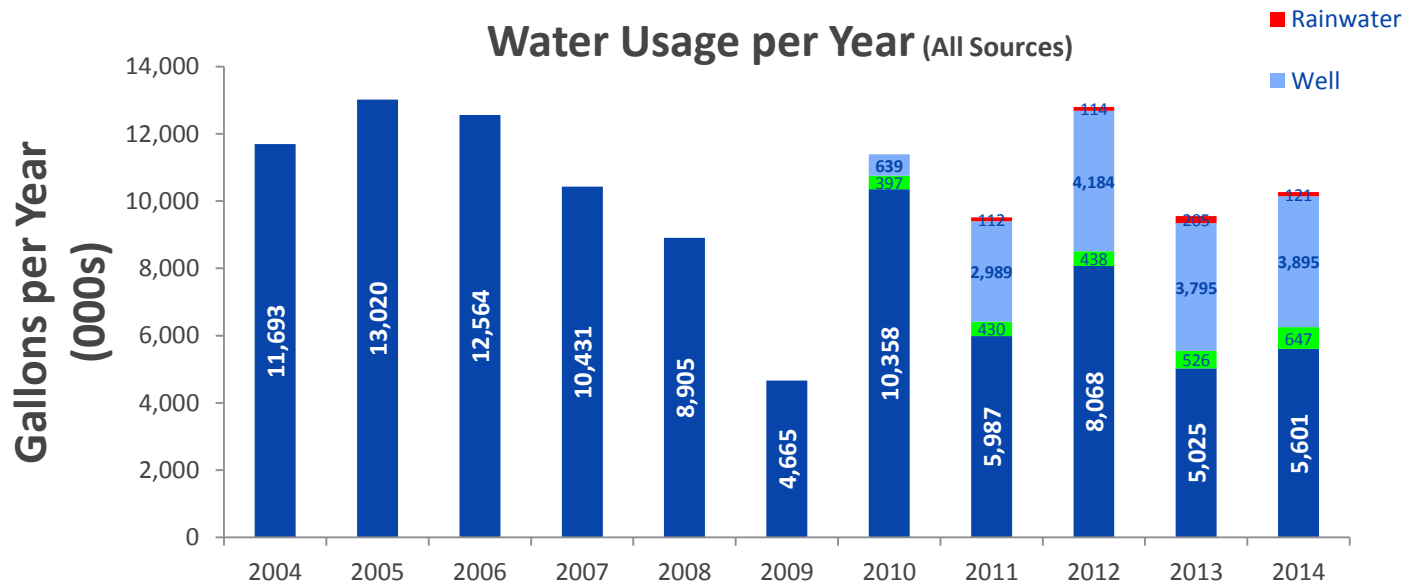
Actions: Review results and integrate into strategic plan



Results - Electricity



Results - Water



Results - Recycling

Wood – 100% of wood scrap and pallets



Plastic – 60% of all plastic



Cardboard – 100%



20 High Performance Teams



328 Highly Skilled Technicians

- ✓ Flat Organization
- ✓ Self Directed Workforce
- ✓ Flexible Culture
- ✓ Talented & Multi-skilled
- ✓ Structure without boundaries
- ✓ Individual ownership & accountability



Employee Involvement:

Concern Reports

Near Miss report/follow up

EHS Walks

EHS Council

Quarterly Team-Awards System

EHS Coordinator

Event planning

“Focus” Inspections

Moonshine

GEAPS

Incident Investigation

Management of Change Request

Training Owner

Workstation Owner

Framework Element Owner

Contractors
Awareness

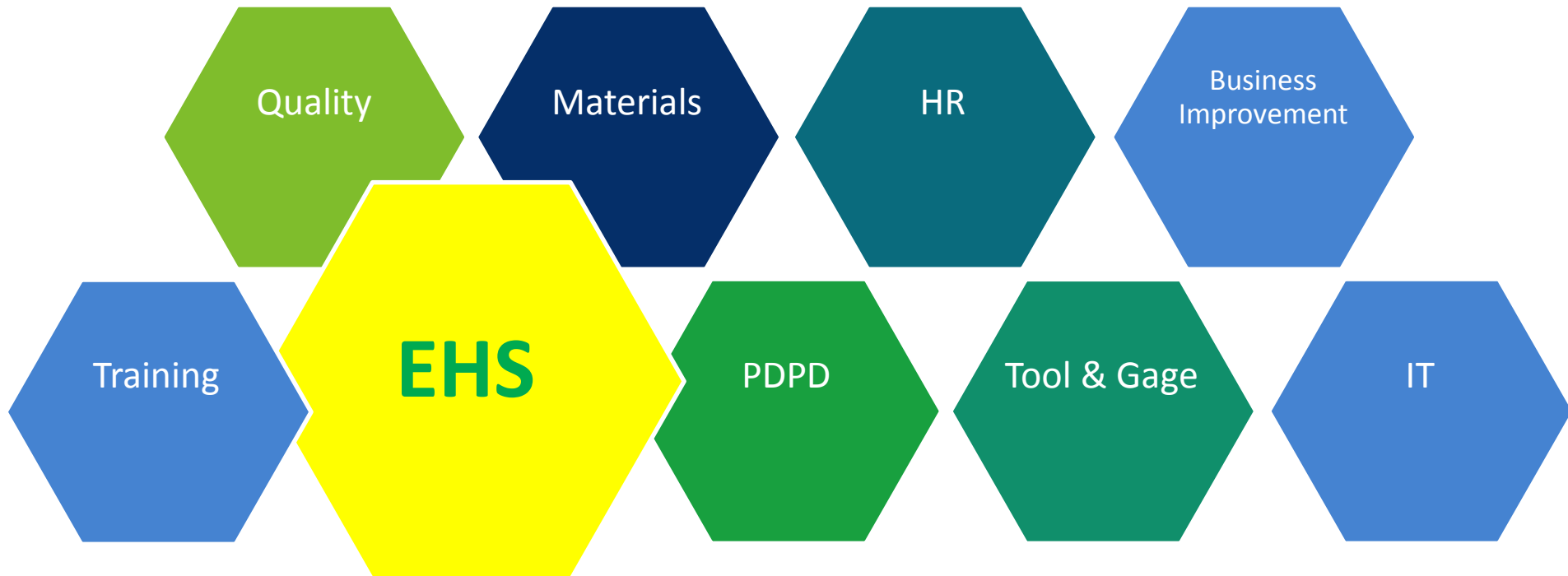
Contractors
On-Site
Presence

LEAN



Engagement through Councils

9 Councils ... 1 representative from each team sits on each council



Creates constant flow of information, strong dialogue & allows for facility wide decision making



Moving Forward



