

RELIABILITY POLICY

It is impossible to compete in world markets if the products that we produce are not consistently available when promised and of highest quality consistent with (company name) standards. To accomplish this, we must be able to continually duplicate excellence in producing products by focusing on the reliability of our physical assets, our processes and our people.

Accordingly it is the policy of (this corporation) that we will:

1. Use whatever techniques and technologies that are available to avoid failures in our processes, machines and in our management systems.
2. Identify failures of equipment, processes and in people in their early primary state not letting them progress to their uncontrollable secondary state.
3. Focus our energies and capabilities on the most important issues facing us. This is in recognition that we can accomplish more by doing less if we are always working on the important issues.
4. Seek the information, when failure occurs, to prevent future failures, not to blame individuals that make honest mistakes. Recognize that individuals that deliberately sabotage our ability to produce product have no place in our company.
5. Continually learn and improve our circumstances as well as our products and our management systems.

This policy will be construed as many things, therefore, we have established the (name of corporate reliability organization) to interpret this policy in light of available technology.

A senior executive committee (name of committee) is established that will oversee this initiative as well as initiatives in quality, energy, and environmental integrity with the purpose of eventually synergizing these initiatives in a (company name) way of operating.

RELIABILITY POLICY

It is impossible to compete in world markets if the products that we produce are not consistently available when promised and of highest quality consistent with (company name) standards. To accomplish this we must be able to continually duplicate excellence in producing products by focusing on the reliability of our physical assets, our processes and our people.

Accordingly it is the policy of this (corporation) that we will:

1. Use whatever techniques and technologies that are available to avoid failures in our processes, machines and in our management systems.
2. Identify failures of equipment, processes and in people in their early primary state not letting them progress to their uncontrollable secondary state.
3. Focus our energies and capabilities on the most important issues facing us. This is in recognition that we can accomplish more by doing less if we are always working on the important issues.
4. Seek the information, when failure occurs, to prevent future failures, not to blame individuals that make honest mistakes. Recognize that individuals that deliberately sabotage our ability to produce product have no place in our company.
5. Continually learn and improve our circumstances as well as our products and our management systems.

As this policy will be construed as many things, we have therefore, established the reliability team to interpret this policy in light of available technology.

It is finally mandated that a senior executive committee is established that will oversee this initiative as well as initiatives in quality, energy, and environmental integrity with the purpose of eventually synergizing these initiatives in a (company name) way of operating.



Policy

SUPERSEDES	TITLE Maintenance Policy	POLICY NO. 119.0
REFERENCE		PAGE 1 of 2
APPROVED BY Chairman of the Board & Chief Executive Officer		DATE June 15, 1982

- I It is the policy of Allied Corporation to maintain all of its plants, facilities and equipment in a manner which will achieve optimum operating and cost performance consistent with the Corporation's Environmental and Community Relations Policies

- II The purpose of this policy is to assure a level of maintenance resulting in:
 - Acceptable availability of operating systems producing a cost effective, quality product;
 - Protection of Corporate assets through the attainment of the economic service life of equipment and facilities;
 - A safe environment for our employees and the communities in which we operate; and
 - Protection of the facilities' visual attractiveness to the community

- III To carry out this policy, the Corporation will:
 - A. Ensure the development of minimum maintenance requirements and guidelines applicable to all locations against which performance can be measured
 - B. Ensure the development of maintenance and stores control systems (tailored to location size and complexity) to accumulate data on labor and materials costs, repair histories, and parts inventory levels to support effective decision making
 - C. Promote training programs to enhance technical and managerial skills of supervisory personnel, assure high levels of craftsmanship and competence in the workforce, and provide succession candidates at key levels
 - D. Promote reliability approaches to assure the use of predictive and preventive maintenance techniques in existing plants and to assure new plant designs maximize cost effective maintenance and operations



Policy

SUPERSEDES	TITLE Maintenance Policy	POLICY NO. 119.0
REFERENCE		PAGE 2 of 2
APPROVED BY		DATE June 15, 1982

- IV : It is the responsibility of every employee to adhere to the spirit and letter of this policy. Business Unit and Plant Managers have a special obligation to ensure that maintenance standards are met. The Corporate Maintenance Council has been established to aid in the implementation of this Policy, and to function as a forum for information exchange



Policy

SUPERSEDES	TITLE	POLICY NO.
	Equal Employment Policy	120.0
REFERENCE		PAGE
APPROVED BY		DATE
Chairman of the Board & Chief Executive Officer		June 15, 1982

- I The basic employment policy of Allied Corporation and all of its operating companies, divisions, subsidiaries, facilities and plants is as follows:
- All applicants for employment will be considered without regard to race, religion, color, national origin, age, sex, physical or mental handicap, or status as a disabled veteran or veteran of the Vietnam era
 - There shall be no discrimination with regard to race, religion, color, national origin, age, sex, physical or mental handicap, or status as a disabled veteran or veteran of the Vietnam era in all matters applying to all employees of the Corporation. Such matters include, but are not limited to promotions, demotions, transfers, layoff or termination, compensation, use of facilities and selection for training or related programs
 - It is the Corporation's policy to maintain a discrimination-free work environment for all employees. A good working environment includes freedom from harassment based on race, religion or national origin, as well as freedom from unwelcome sexual advances
 - Allied has designated the Director – Minority Affairs to be responsible for the maintenance of the Corporation's Equal Employment Opportunity programs. Such responsibilities include, but are not restricted to, establishing and implementing quarterly reporting procedures, and related systems for monitoring and auditing the Corporation's Equal Employment Opportunity practices
 - Our Employment practices will conform with both the spirit and the letter of federal, state and local laws and regulations regarding non-discrimination in employment
- II It is the obligation of every employee of the Corporation to adhere to this policy

Maintenance Policy

It is the policy of Allied Corporation to maintain all of its plants, facilities and equipment in a manner which will achieve optimum operating and cost performance consistent with the Corporation's Environmental and Community Relations Policies.

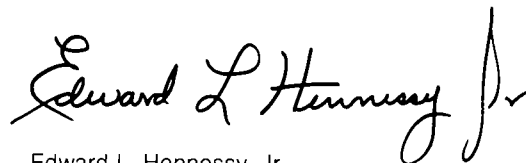
The purpose of this policy is to assure a level of maintenance resulting in:

- Acceptable availability of operating systems producing a cost effective, quality product;
- Protection of Corporate assets through the attainment of the economic service life of equipment and facilities;
- A safe environment for our employees and the communities in which we operate; and
- Protection of the facilities' visual attractiveness to the community.

To carry out this policy, the Corporation will:

1. Ensure the development of minimum maintenance requirements and guidelines applicable to all locations against which performance can be measured.
2. Ensure the development of maintenance and stores control systems (tailored to location size and complexity) to accumulate data on labor and materials costs, repair histories, and parts inventory levels to support effective decision making.
3. Promote training programs to enhance technical and managerial skills of supervisory personnel, assure high levels of craftsmanship and competence in the workforce, and provide succession candidates at key levels.
4. Promote reliability approaches to assure the use of predictive and preventive maintenance techniques in existing plants and to assure new plant designs maximize cost effective maintenance and operations.

It is the responsibility of every employee to adhere to the spirit and letter of this policy. Business Unit and Plant Managers have a special obligation to ensure that maintenance standards are met. The Corporate Maintenance Council has been established to aid in the implementation of this Policy, and to function as a forum for information exchange.



Edward L. Hennessy, Jr.
Chairman of the Board
and Chief Executive Officer

ALLIED CORPORATION

MEMORANDUM

To: J. C. Bishop
R. S. Christian
G. H. Collingwood
B. W. Garland
J. B. Lukas
B. Manschot
J. M. Quinn
C. D. Smith
R. E. Thompson

Date: June 7, 1982

Subject: Maintenance Policy Statements

Attached are copies of the Corporate Maintenance Policy, signed by Mr. E. L. Hennessy, Jr., for distribution to your plants. It is suggested that you send them to your managers along with a cover letter advising them of your expectations relative to this policy.

During our visits to the locations for the purpose of reviewing maintenance, we will assist them in fulfilling the requirements of Corporate and Company maintenance policies.


J. A. Schutt

fn

cc J. S. Bardin
B. A. Burns
P. M. Crosby
D. E. Fritz
J. L. Hoffman
J. H. Hope
J. M. Hutchins
C. J. Latino
R. W. Mackey
A. T. Massari
P. S. May
B. T. McMillan
O. J. Parr
R. M. Schweikert
L. R. Taunton
R. Turrett