

Going Green Initiative



## MEMORANDUM

**To:** Craig Granberg, Dir. of Plant Operations (Albany)  
Ronald Nelis, Dir. of Plant Operations (Pontiac)  
Robert Lord, Dir. of Plant Operations (China)  
Craig Mulligan, Mgr. Product Development (R & D)

**From:** Mark Neitzel, V.P. Operations ~~1/1/12~~

**CC:** Kenneth Collins, Senior V.P. R & D  
Charles Williamson, V.P. International Operations

**Date:** February 12

**Re:** Going Green Initiative

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As we have discussed over the last few months, the company will be going Green. An outside consultant has been hired to assess our production processes and to design a sustainability plan that will enable us to conform to ISO 14001 standards.

The consultant needs to understand our current production process and how those operations may impact the environment. To give the consultant that overview, I need each of you to prepare a memorandum that describes your production process. Identify the raw materials that you use, not only in the finished product, but also in the operation of the production line. Also discuss what types of effects we are having on the environment. Be sure to include any steps that we are taking to lessen the pollution that our operations generate.

From: Jodi Gray  
To: Craig Granberg  
Date: February 18  
Re: Re: Going Green Initiative

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They've got to be kidding!

I'm all in favor of recycling paper, but getting this certification is going to affect bonuses. Has anyone run the numbers on the cost of ripping up the production lines to add a separate waste liquid collection system and the ongoing expense of having the waste disposed of as hazardous material? Do we know anybody at corporate who can kill this idea quickly?

**Jodi Gray, Director - Financial Planner/Budget Specialist (Albany)**

**Riordan Manufacturing, Inc., a subsidiary of Riordan Industries**

**P: 229.555.0187 F: 229.555.0199**

*"You must be the change you want to see in the world"*

-- Gandhi

# IMPORTANT MESSAGE

For Charles Williamson Date Feb. 19 Time 6:14 A.M.  
P.M.

M Bob Lord

of

X

CALLED

Phone



FAX



MOBILE

86-571-8735649

AREA CODE

NUMBER

EXTENSION

RETURNED  
YOUR CALL

Message

Re: Green Plan

X

PLEASE CALL

Do you really want me to describe in writing what  
our partners here are doing?

WILL CALL  
BACK

WANTS TO  
SEE YOU

CAME TO  
SEE YOU

Signed

**OfficeMax**  
OM97302

From: Ronald Nelis  
To: Mark Neitzel  
Date: April 8  
Re: Re: Going Green Initiative

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Mr. Neitzel:

I think the Going Green program is a great idea. I was looking through the the Process Overviews from the other plants that have been posted on the intranet site and I noticed that they are reusing their scrap plastic. I just want to be sure that you are aware that medical devices cannot use scrap plastic.

Ronald Nelis, Director - Plant Operations (Pontiac)

Riordan Manufacturing, Inc., a subsidiary of Riordan Industries

P: 313.555.0131 F: 313.555.0155

From: Ed Ledford  
To: Allen Tanis  
Date: Feb. 26  
Re: Re: Going Green Team

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Allen - I know that San Jose's breathing down you're neck on this green stuff, but I just don't have the time for another committee. The boys on the line are already complaining that I spend all my time in meetings instead of actually working with them. And you know as well as I do that whatever corporate wants is what will happen anyway, and we'll all just have to do as we're told.

Ed Ledford, Team Superintendent (Albany)

Riordan Manufacturing, Inc., a subsidiary of Riordan Industries

P: 229.555.0177 F: 229.555.0199

From: Allen Tanis  
To: The New Green Team Leader  
Date: Feb. 27  
Re: Re: Going Green Team

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Welcome to Riordan Manufacturing!

I'm so sorry to call in sick on your first day, but I feel much more comfortable with someone as knowledgeable as you are to lead the Going Green Team. It was like pulling teeth to get the process overview put together, which is one reason that we decided to hire a strong team leader for the remainder of the Going Green Initiative. The biggest challenge will be getting buy-in and useful contributions from the various team members involved. Please take a look at the relevant information on the company's intranet and work on formulating a problem solving plan that describes how you will organize and lead this team to quick success.

Here's a little bit about each of the team members—I'm sure you can find more on the intranet:

- Manufacturing Engineer, John Stryker. John has a great mind for engineering, and is a wonderful resource in terms of current processes. I think his understanding could be a great asset, especially if you can spur him to apply his knowledge creatively.
- Logistics Coordinator, Edwina Hernandez. Edwina's knowledge and cooperation will be critical in our Going Green Initiative, as she coordinates so much of the plant's logistics. She has not volunteered any input or shared any opinions with me yet on the Going Green Initiative, and she was out of the office last week when we put together the process overview last week.
- Financial Planner/Budget Specialist, Jodi Gray. Jodi's financial and budgeting information will be critical to a solution, but Jodi seems very reluctant to take any action that might negatively impact the bottom line.
- Team Superintendent, Ed Ledford. Ed has the most extensive knowledge of day-to-day operations, since he supervises the 24 line workers. He is busy, but his support will be very important in implementing the changes, since he is well-liked by his direct reports.
- IT Services Manager, Stacey Jones. Stacey is good at his job, knowledgeable, and generally very cooperative. Like Jodi, however, Stacey has seemed very reluctant to even consider alternatives that may increase costs.

Craig says the suits in Cali are behind this project 100%, so failure is not an option. I'm sure if Craig were there instead of at the big conference in Miami he would tell you the same.

Good luck!

Allen Tanis, Assistant Plant Manager (Albany)

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