#### 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