

The Knight Companies Newsletter

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Training Matrices



Thomas Trezek
President & CEO



Brandon Bordeaux
Chairman & CEO
CaravanKnight

Quality Policy

*Committed to customer
needs and continual
improvement through the
allocation of resources in
the quality management
system.*

ISO Update

KnightFM and Caravan/KnightFM have been recommended for ISO 9001:2000 certifications by our external auditor at Perry Johnson Registrars, Inc., as a result of the audit held at the Saginaw Corporate Office on May 12 – 16, 2008.

Our certification is pending the external audit for Knight Industrial Services, Co, Thailand, which is scheduled for June 21 – 23, 2008 at the Thailand site.

The feedback from the audit in Saginaw was very positive. Overall we received only two minor nonconformities related to documentation and internal auditing. Neither case was serious, and both were promptly addressed.

Our external auditor was pleased in regards to our Total Quality Management System (TQMS) and processes we have in place, though there are a few updates that will be coming in the near future. We were required to make some minor changes to our Quality Policy and Quality Objectives and updated versions are currently on the company database (OWL). We are working to get newly revised cards to all the sites that can be carried on the site I.D. badges.

The processes themselves will also be undergoing some changes and we strive for continuous improvement and making our people more effective. We will be leaning out some processes and also develop and implement an organizational wide Scorecard which will be used to track trends across the entire business encompassing Safety and Training, Customer Satisfaction, Employee & Supplier Performance, and Contractual Requirements.

As you all may or may not know the bottom-line benefit to all of this maintaining a standard and most importantly, continuous improvement. I encourage everyone to use the tools you have been provided. CAR's and PAR's are beneficial to the company by communicating issues and improvement methods the entire organization.

I want to give a special thank you to Rick Pagan at GM Flint North. Rick was externally audited at the site level and did an exceptional job.

On a final note I want to personally thank everyone for the cooperation and sense of urgency of putting all of this into place in such a rapid timeframe, it speaks volumes about the quality of our organization and its people. We have a lot more work ahead of us, but we look forward to working with everyone to build the business and continually improve our organization as we move forward into the future.

Robert D. Alward
QMS Director

Employee Recognition

Arthur Milton – GM Milford Proving Grounds

Art is 80yrs old and has been at this site for 14 yrs and with Knight for 8 yrs. He is an excellent employee and will be retiring in June. He has always gone above and beyond his job duty and has always been a dependable employee.



If you have any information you would like to see featured in the newsletter, please forward it to **Megan Kuenker** at megan.kuenker@knightfm.com

Announcements

New Business

Chrysler / Mopar Facilities, United States



May of this year brought the announcement that Caravan/Knight would be the service provider for all of the sanitation and select building services for the Chrysler and Mopar sites located throughout the United States. A great congratulations goes to Brandon Bordeaux, Corey Fila, and Dave Wahl for their management of the contracts held with Chrysler since 2004, Eric Ackerman, Tom Kraft, Brian Yaw, Josh Purcell, and Brenda Mehl for their efforts preparing the bid project, and to the site managers who have worked in Chrysler over the past four years for showing what we are capable of.

Business awarded includes Mopar facilities in Atlanta, GA, Boston, MA, Chicago, IL, Cleveland, OH, Dallas, TX, Denver, CO, Memphis, TN, Milwaukee, WI, Minneapolis, MN, Newark, MD, New York, NY, Portland, OR, Orlando, FL, Los Angeles and San Francisco, CA, and several locations in Michigan. Chrysler production locations include Belvidere Assembly, IL, Twinsburg Stamping, OH, Newark Assembly, DE, Warren Truck Assembly and Stamping, MI, Sterling Heights Assembly and Stamping, MI, Trenton Engine, MI, Toledo Machining and Assembly, OH, Jefferson North Assembly, MI, Mack Engine I & II, MI, Kenosha Engine, WI, Kokomo Casting and Transmission, IN, Indiana Transmission, IN, and St. Louis Assembly, MO.

Training and transitions began within a week of the announcement, with Daniel Waltenburg acting as transition coordinator. Many of our experienced staff members, as well as some new faces, have worked diligently to ensure the experience is a positive one. Team members include Erica Thomas, Derrick Curry, Fae Clayton, Evelyn Deloach, Ray Walker, Henry Lewis, Javier Villarreal, Rob Wolfbrandt, Tom Kraft, Cheri Hugo, Andrew Kuenker, Aaron Craves, Brian Martin, Rob Alward, Dennis Crowley, Phil Prezzatto, Brian Ogle, Dick Weishuhn, Bob Snow, Bob Garcia, Tom Bernard, Dave Bernard, Jr., Bill Kentish, Steve Ashe, Lisa Trautner, Justin Foco, James Duncan, Curtis McZee, Santi Hill, and Ray Reiber. As of publication, twenty-seven sites were launched in a one-month period thanks to the hard work and dedication of these employees.

This truly is a great opportunity for our company and we look forward to a long and productive partnership.

New Business

Ralph Wilson Stadium, home of the Buffalo Bills



Knight Facilities Management was awarded the sanitation management contract for Ralph Wilson Stadium in May. Sales Manager, Misty Ex, said, "I am quite excited about sharing our vast experience with the management team at the Bills. Since our first stadium management contract with Ford Field in 2002, we have gained an incredible amount of knowledge, and I am sure we will positively impact both the stadium's appearance and bottom line."

Eric Johnson, formerly stationed at the M&T Bank Stadium and Oriole Park in Maryland, has been promoted to the Site Manager position.

Enterprise Asset Management

David Hoffman – Process Support Systems Coordinator

Enterprise asset management (EAM) means the whole life optimal management of the physical assets of an organization to maximize value. It covers such things as the design, construction, commissioning, operations, maintenance and decommissioning/replacement of plant, equipment and facilities. "Enterprise" refers to the management of the assets across departments, locations, facilities and, in some cases, business units. By managing assets across the facility, organizations can improve utilization and performance, reduce capital costs, reduce asset-related operating costs, extend asset life and subsequently improve ROA (return on assets.)

Asset intensive industries face harsh realities of operating in highly competitive markets and dealing with high value facilities and equipment where each failure is disruptive and costly. At the same time, they must also adhere to stringent occupational safety, health and environmental regulations. Maintaining optimal availability, reliability and operational safety of plant, equipment, facilities and other assets is therefore essential for an organization's competitiveness.

The functions of asset management are taking a fundamental turn where organizations are moving from historical reactive (run-to-failure) models and beginning to embrace whole life planning, life cycle costing, planned and proactive maintenance and other industry best practices. Some companies still regard physical asset management as just a more business-focused term for maintenance management until they begin to realize the organization-wide impact and interdependencies with operations, design, asset performance, personnel productivity and lifecycle costs.

Employee Recognition / Customer Feedback

Willie Hutton – Chrysler Warren Truck



"An incredible gentleman with an amazing work ethic."

Darrin Olrich, Dave Brown, Jill McDonnell – GM Milford Proving Grounds

I get these kinds of notes very frequently, and wanted to take a moment to thank you for the continued fine work of Jill, Darin, and Dave. They are truly an integral part of our operation, and we couldn't function without them. I hope you will consider giving them another special recognition award like the one we presented some time ago. Thanks,

Jill,
Thanks for helping us out with this. The situation was stuck in the mud and you helped us get traction back!

Jill McDonnell – GM Milford Proving Grounds

I am writing this email to commend Jill McDonnell for her work as Material Coordinator in Building 104 here at Milford Proving Ground. Quite often people go unrecognized because they do their jobs well and without fanfare. It struck me today that Jill might be one of those people so I'd like to take this opportunity to acknowledge her work. I feel that Jill is a real asset in the development process here at Building 104.

Jill always performs her job in a professional manner. I can count on her to reliably get the job done and she's an expert in packing goods efficiently to save money for GM. In spite of having to deal with many diverse personalities and "urgent" requests, she always maintains a great attitude. Jill does a great job of keeping all of the disorganized, packrat engineers in line to maintain a clean, efficient workplace.

She has excellent work ethic and sets a great example for her co-workers.

She is always on the move, getting the job done. Jill is highly accessible in person or on the phone and does an excellent job of following up on tasks and keeping us in the loop. I feel that Jill plays a key role in making Building 104 a more efficient facility and a better place to work. Thank you Jill for a job well done!

Anthony Brown – GM Milford Proving Grounds

I've gotten excellent feedback about the way that Anthony is doing the utility job and I personally have noticed an improvement in the way that things are getting done now. It's by far, the best that the job has ever been done. He just can't do enough for people. If they just mention that they need something, he's doing it. He is outstanding!

Dominique Hayes – Chrysler Warren Truck



"A great employee that keeps completely on top of her area taking on extra tasks without complaint and always with a smile."

Fae Clayton – Corporate Transition Team

Congratulations to Fae Clayton, former Site Manager of Chrysler Detroit Axle and current Transition Team Member on her second PQI Award. The following comments are taken from her nomination letter:

"This supervisor has excellent leadership skills. She has been able to take a large number of employees who were new to the department and get the best from them through motivation, coaching, and effective communication, both verbally and written, on her expectations and objectives were. A job well done. The plant and restrooms have been looking good.

Fae does her best to accommodate all who contact her with high and low priority jobs."

New Conference Call Numbers

Each of the Vice Presidents: Eric Ackerman, Dennis Argyle, Corey Fila, Virginia Kuenker, and Mark Yohannan, and Knight Facilities Management now have their own Conference Call phone numbers. This should help each area of the company to open up more ways to communicate between customers and within the company. See your Vice President for their Conference Room Phone Number. The Knight Facilities Management Conference Call phone number is the same as before.

If you have any information you would like to see featured in the newsletter, please forward it to **Megan Kuenker** at megan.kuenker@knightfm.com

Rewarding (and Recording) Employees' Annual Performance

Excerpt from HRinsight newsletter
January 2008, vol. 4, no. 9

Although performance evaluations are a required part of our jobs, how much thought do we put into the process? This article's purpose is to alert you to the dangers of a poorly conducted evaluation and provide some tips on how to avoid problems.

Critical Evidence

When you're going through the evaluation process, one of the most important things to keep in mind is that written evaluations become critical evidence in almost all employment discrimination cases. In the typical discrimination case, the employee claims that she was fired for a prohibited discriminatory reason, and the employer defends the case by pointing to the performance problems that led to the termination decision. Both sides look to the written evaluations for evidence to support their positions.

The employee looks to the evaluation for comments praising her performance. More important, she'll use the evaluations to show a historic pattern of praise or absence of criticism as proof that the current criticism is nothing more than a pretext to conceal a discriminatory motive. Further, she may attempt to use subjective comments about similarly situated employees outside her protected class to show bias toward the employee.

For example, in an age discrimination case, comments about a protected employee's "lack of energy, drive or desire" compared to comments about a younger employee's "enthusiasm or motivation" potentially can be used to show a subjective bias against the older worker. Conversely, the employer will hope to use the evaluations to show a long history of criticism and failed attempts by employee to correct problems with her performance.

That evidence is best developed through objective performance criteria and specific, objective criticisms. As evidence in a discrimination case, performance evaluations can be a double-edged sword. You must be

careful not to sharpen the employee's edge inadvertently.

Evaluations As Retaliation

In the 2006, *Burlington Northern & Santa Fe Railroad Company v. White* decision, the US Supreme Court expanded the scope of retaliation claims. Under the new standard, an individual "must show that a reasonable employee would have found the challenged action materially adverse, which in this context means it well might have 'dissuaded a reasonable worker from making or supporting a charge of discrimination.'" In the context of performance evaluations, if under the reasonable employees standard receiving a bad performance evaluation would discourage an employee from engaging in protected activity, then the evaluation may create a claim for retaliation.

Defamatory Evaluations

Both the individual author of a performance evaluation containing malicious false statements and the employer can be held liable for defamation. The key to the analysis is whether the alleged defamatory statement contained in the evaluation is a demonstrably provable fact as opposed to a pure expression of opinion. For example, a statement that an employee wasn't always at work on time is actionable because its truth or falsity can be proved. ON the other hand, a statement such as "the employee didn't show initiative" is a matter of opinion that isn't actionable as defamation.

In many states, an employer has qualified immunity for information contained in written performance evaluations shown to a former employee's prospective or current employer, provided that the employer didn't act in bad faith. Bad faith can be proved by demonstrating that the employer disclosed the information knowing it was false or with reckless disregard for whether it was false or with the intent to mislead.

Bottom Line

Performance evaluations are a valuable tool if they're conducted properly. Take the time to make sure that your organization is preparing consistent and accurate evaluations.

Tips to Stay Out of Trouble

- Be objective. Base performance evaluations on objective or measurable criteria. Avoid subjective evaluations.
- Be consistent. Make sure that all individuals performing reviews conduct them in a consistent manner.
- Manage employees' expectations. Nothing in the written review should come as a surprise to the employee. Communications, both verbal and written, throughout the review period should alert the employee to performance issues before the review is conducted.
- Be accurate. Don't over- or under-evaluate an employee. Inflated evaluations create unrealistic expectations for the employee and inadvertent evidence of good performance.
- Establish clear and measurable goals. If there are performance problems, include an action plan that addresses the issues and sets timetables and measurable goals.
- Review the evaluations. One person or a group should review all evaluations before they are presented to the employees. That review helps to ensure consistency in the process. It also serves as a check for the factual statements made in the evaluations.

ALL MANAGERS

Please remember, evaluations are due on all employees with one month or more of service by **AUGUST 1, 2008**. If you have any questions or concerns, please contact Human Resources at (989) 793-8820.

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Safety and Training Minute – Evacuation Procedures

Expect the unexpected: Prepare NOW!

It pays to know what to do before disaster strikes. This month, it's your responsibility to review your site's plan and make sure you understand what to do.

The emergency action plan will explain evacuation plans, escape routes, emergency reporting techniques, the site's alarm system, individual duties, and who has the authority to make decisions

If you're not sure about something in the plan, ASK NOW! Don't wait.

One of the most important things you'll need to know in any emergency is

HOW TO EVACUATE

You should always:

- **Know your assigned evacuation route.** Your site will have escape plans posted around the site directing you to the nearest exits.
- **Know alternative escape routes** in case you are not able to reach or use your assigned exit.
- **Pay attention during evacuation drills.** Know how to exit safely even if there is blinding smoke or no lights.

Even if you are not assigned a specific emergency plan task, there are certain basics you should know in the event of an emergency:

First Aid: Some simple first-aid knowledge can save a life. You should:

- Know where first-aid kits are kept at your site.

Alarms: Take a minute now to read the simple instructions on alarms. Know the location of alarms and how to activate them quickly. Some sites have different signals for different emergencies, know what the different alarm signals mean.

Fire Extinguishers: Know where they're located and how to use them correctly. Follow your site's procedures for fire fighting. But only try to put out very small fires by yourself.

Know the most common causes of emergencies in the workplace.

- **Fires**—Often caused by careless practices or improper use of flammables.
- **Explosions**—Violent reaction of flammable or combustible materials.
- **Hazardous Materials Accidents**—Chemical spills or exposure to the environment that must be handled quickly and correctly.
- **Natural Disasters**—Storms, earthquakes, tornados, floods, or other natural disasters that can take you by surprise.

If an emergency arises at your workplace:

- Act promptly. Evacuate by using the nearest emergency exit or go to the designated safe area.
- Stay calm. Act as you would during a drill or mock disaster.
- Stick to your assigned task.
- Help others only if it safe to do so.

Training Matrices

Site Managers and Operations Directors, please take a couple of minutes to familiarize yourself with the location of your site specific training matrix on the company's internal website (OWL). You are responsible for ensuring the matrices are up-to-date and accurately reflect who is at your site and what training they have received. If you have a transferred employee, please make sure you get their records, too.

If you have any questions, you can contact Justin Foco at justinfoco@yahoo.com.

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Name
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