

AUSCO 30 SPECIFICATIONS

From the beginning, AUSCO has been destined to be different from other companies. Different in how we treat our customers, different in how we work with each other, and different in the way we strive for greatness. We describe these differences in how we operate in the 30 AUSCO "Specifications" that have been the foundation for our unique culture.

1. DO WHAT'S BEST FOR THE CUSTOMER

It all starts and ends with the customer. In all situations, do what's best for the customer, even if it's to our own short-term detriment. Put their needs ahead of our short-term ones. Every day.

2. ASSUME POSITIVE INTENT

Work from the assumption that people are good, fair, and honest, and that the intent behind their actions is positive. They are probably working to meet their individual or team goals. Sometimes these may conflict with the company's goals. Set aside your own judgments and preconceived notions. Give people the benefit of the doubt. It is easy to put a label on someone.

3. EMBRACE DIFFICULT CONVERSATIONS

Speak honestly in a way that helps to make progress. Say what you mean, and be willing to ask questions, share ideas, or raise issues that may cause conflict when it's necessary for team success. **Be courageous** enough to say what needs to be said. Address issues directly with those who are involved or affected.

4. MAKE IT SAFE TO SPEAK UP

It is your personal responsibility to make it safe for someone to bring you a problem or a dissenting opinion. Make sure that you separate the idea or problem from the person. Try to get on the same side to solve the problem. When you are receiving feedback, don't become defensive. When giving feedback, understand the impact you are having on the other person. Be vulnerable yourself. Psychological safety is about Trust and Respect.

5. NEVER COMPROMISE ON QUALITY

Lives depend upon what we do. Take pride in the quality of everything you touch and everything you do. Good enough is not good enough.

6. LISTEN GENEROUSLY

Listening is more than simply "not speaking." **Actively listen.** Give others your undivided attention. Be present and engaged. Minimize the distractions and let go of the need to agree or disagree. Suspend your judgment and be curious to know more, rather than jumping to conclusions. Above all, listen to understand what the other person is trying to communicate. Their perspective is probably different than yours.

7. BE A FANATIC ABOUT RESPONSE TIME

Respond to questions and concerns quickly, whether it's in person, on the phone, or by e-mail. This includes simply acknowledging that we got the question and were "on it", as well as keeping those involved continuously updated on the status of outstanding issues.

8. BE COURAGEOUS AND SPEAK UP

It is not easy to go against the flow. Find your voice. Your voice is important and can prevent disaster down the line. Look at the situation objectively and don't simply accept the highest paid person's opinion.

9. HONOR COMMITMENTS

Do what you say you're going to do, when you say you're going to do it. This includes being on time for all phone calls, appointments, meetings, and promises. If a commitment can't be fulfilled, notify others early and agree on a new deliverable to be honored.

10. PAY ATTENTION TO THE DETAILS

Missing just one detail can have an enormous impact on a job. Be a fanatic about accuracy and precision. The goal is to get things right, not simply to get them done. Double-check your work. Excellence is in the details.

11. FOLLOW THE PROCESS

Never violate a process documented in the Quality System. If a process is not working, ask for help. Request changes to improve our processes, especially where the process is not giving the intended results. Do not just change them yourself.

12. EMBRACE CHANGE AND GROWTH

What got us here is not the same as what will get us to the next level. Get outside your comfort zone, rather than stubbornly hanging on to old ways of doing things. Be excited by the possibilities that change and growth bring. Be flexible.

13. BE A LIFELONG LEARNER

Be part of our learning organization. Seek out and take advantage of every opportunity to gain more knowledge, to increase your skills, and to become a greater expert. Be resourceful about learning and sharing best practices. Seek answers/knowledge inside and outside the company. Tomorrow's solutions are driven by today's learning.

14. LEARN FROM EVERY MISTAKE

Demonstrate a relentless solution focus, rather than pointing fingers or dwelling on problems. Identify lessons learned and use those lessons to improve ourselves and our processes so we don't make the same mistake twice. Get smarter with every mistake. When learning from mistakes, have the courage to be vulnerable and share your learning with others. Make it a teaching moment. The best kind of learning comes from experience.

15. DELIVER RESULTS

While effort is important, our internal and external customers expect results. Follow-up on everything and take responsibility to ensure that tasks get completed. It's not just about trying. There is always a reason you can't finish. Overcoming obstacles is one of the most satisfying things we can do. Set high goals, use measurements to track your progress, and hold yourself accountable for achieving those results. Remember - FINISH.

16. SOLVE THE PROBLEM

Take personal responsibility for making things happen. Respond to every situation by looking for how we can do it, rather than explaining why it can't be done. Be resourceful and show initiative. Don't make excuses or wait for others to solve the problem. Be resilient. See issues through to their completion.

17. LOOK AHEAD AND ANTICIPATE

Solve problems before they happen by anticipating future issues, planning for contingencies, and addressing them in advance. Preventing issues is always better than fixing them.

18. THINK TEAM FIRST

It's not about you. Don't let your ego or personal agenda get in the way of doing what's best for the team. It's the larger team that counts. Break down and prevent silo environments. Be there for each other and be willing to step into another role or help a teammate when that's what's required for success. Help each other to succeed.

19. TREAT EACH OTHER LIKE FAMILY

We spend as much time with our work family as with our real family. Our relationships at work go beyond being colleagues or teammates at work. We genuinely care for and about each other. It's what makes coming to work so satisfying. Go the extra mile for them. They'll do it for you.

20. COMMUNICATE TO BE UNDERSTOOD

Know your audience. Write and speak in a way that they can understand. Avoid using internal lingo, acronyms, and industry jargon. Use the simplest possible explanations.

21. GET CLEAR ON EXPECTATIONS

Create clarity and avoid misunderstandings by discussing expectations upfront. Set expectations for others and ask when you're not clear on what they expect of you. End all meetings with clarity about action items, responsibilities, and due dates.

22. BE CURIOUS

Ask "What if?" and "Why not?" Move out of your comfort zone. Innovation, improvement, and success don't come from playing it safe. They come from

a thoughtful and intelligent willingness to try the unconventional and to take intelligent risks. Go beyond.

23. SHARE THE WHY

Before others can understand what to do or how to do it, they must first understand why. Explain the big picture. The more people understand the reason for what we're doing, the more actively they can participate in the solution.

24. MAKE DECISIONS BASED ON DATA

Rely primarily on facts and data rather than opinion, emotions, or gut feel. While these have a role in making decisions, be objective. Act like a scientist and use the facts to make better decisions.

25. CELEBRATE SUCCESS

Recognizing people doing things right is more effective than pointing out when they do things wrong. Regularly extend meaningful acknowledgment and appreciation—in all directions throughout our organization. Success motivates people. Congratulate them on the 90% they have accomplished, encourage them on the 10% left to go.

26. LAUGH TOGETHER

While our passion for excellence is real, remember that the world has bigger problems than the daily challenges that make up our work. Stuff happens. Keep perspective. Don't take things personally or take yourself too seriously. Laugh every day.

27. FOCUS ON OUTCOME OVER EGO

Wrap your ego in the outcome, not in who came up with the best idea. Be open to the fact that someone else or a combination of people will have the best idea.

28. INSPIRE ACTION

Inspire yourself, your teammates, our customers, and our suppliers to take action. Things don't get better just because we talk about them. Take the initiative. Make the future better. Build our collective future.

29. STRIVE FOR GREATNESS

Constantly pursue **excellence**. There is perfection, which we can never achieve. There is 'good enough' which is never good enough. And there is great. Let your legacy be one of greatness.

30. SPEAK UP IN THE MEETING, NOT IN THE HALLWAY

The time to debate a decision is during the meeting, whether it's with the whole company or in a one on one or most likely, something in between. Share your point of view in the meeting. Don't hold back. Once the group makes a decision, defend it like it was your idea. **("We've decided to...")**

