

March 23, 1998

TO: ALL EMPLOYEES -- SAN FRANCISCO PERFORMANCE CLUSTER

SUBJECT: Voice of the Employee -- Work Place Relationship

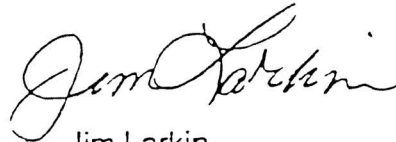
A renewed emphasis must be placed on treating all of our employees, bargaining and non-bargaining unit, with the same dignity and respect with which we wished to be treated. The vast majority of managers, supervisors, and employees are capable relative to all aspects of their jobs. However, individual capability and performance cluster success is not a substitute for treating each other without dignity and respect. Accordingly, certain principles of behavior must be practiced by all.

Changing attitudes can be accomplished by a commitment of all of our employees to understanding and respecting the other parties' responsibilities, interests and challenges. Work place relationships must be established on the principles of integrity, fairness and professionalism. Early intervention relative to potential contract violations through communication, training, and good faith efforts in anticipating work place problems must become the norm, not the exception. Unnecessary escalation of disputes and work place problems must cease. Simply treating each other as you would like to be treated will in the long term, significantly impact all work place relationships at every level of our organization.

The continued success of our company depends on many factors with a primary factor being the establishment of better work place relationships. I know that each and every one of you has the capability to commit to the principles of behavior identified in this letter



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