



TO SPREAD THE NEWS

THIRD EDITION 2019

Reddi-Wip team nearly breaks record

Employees turned in the best day of production for the year June 17 — more than 50,000 cases in 24 hours, which equates to more than 600,000 individual cans of Reddi-Wip.

While it was just shy of setting a new production record, Reddi-Wip Production Supervisor Lee Mejean said "it's a huge benchmark, and something we all celebrate."

"Everything clicked," he said.

On the big day, all the issues experienced were minor and addressed quickly by operators, allowing maintenance to be at the ready.

"We have had some incredible runs lately," he said. "It's been a team effort across all three shifts."

Mejean credits successful root cause analysis, which he characterized as "treating the cause, not the symptom." Mejean believes operator feedback has been a key. He said the team doesn't merely react to visible symptoms, but takes a proactive mindset to prevent issues before they develop.

"We will continue to stay the course," he said, "and get operators involved. We will celebrate team victories and act on feedback."



Maintenance Technician Sam Bailey

Bailey aims for perfection

While Maintenance Technician Sam Bailey is relatively new to Indianapolis, he's worked 15 years with Conagra.

Most of his experience is at the Marshall, Mo., facility. The plant was known for its consistently high efficiency, and he sees Indianapolis as having the same potential.

"People here are friendly, and we have mechanics who have been here longer than I've been alive," he said. "Everyone has a good work ethic and wants to

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Employees help crank out cases of Reddi-Wip at a near-record pace.

Efficiency on the rise

With Reddi-Wip hitting its all-time high for efficiency in P1 (82%), maintenance has had an important role in Reddi Wip success.

Maintenance Technician Sam Bailey also notes that mean time between failure (MTBF) has been steadily rising.

He credits Reddi-Wip Cell Lead Grant Elsbury, Operations Manager Mike Roth and Maintenance

Planner Rick Maddox with ushering in a new and winning attitude. Bailey called the trio "go-getters" and noted that rising case counts began at the start of the year, along with the arrival of new leadership.

"I didn't think the change would happen this fast," he said. "Folks are holding one another accountable. We are headed in the right direction, and I can't wait to see what the future brings."

Reddi-Wip team nearly breaks record

Bailey aims for perfection

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make things run better."

Bailey, who said Indianapolis is the safest plant at which he's worked, serves on the lockout tagout team. He's also on AMD capper and case packer teams. He believes AMD will be key to reaching and exceeding goals.

"I've seen it work firsthand in Missouri," he said.

The Wichita, Kan., native said he loves coming to work and learning something new. He's proud of the relationships and friends his career has brought into his life.

"It's satisfying when we get a piece of equipment that's had a problem and we correct it," he said. "I want equipment to run 100%. When we walk out of here and have done our job, I feel good about that. It helps when you have good people."

Away from work

Bailey enjoys fishing, camping and sporting events. His favorite teams are the Oakland Raiders and Chicago Bulls. One of his favorite memories is watching the legendary Michael Jordan in person. Bailey admires his winning attitude.

He recently enjoyed a vacation to Disney World, SeaWorld and Florida's beaches with his daughter, Leticia, and stepson, Jacob.

Third shift's Mejean credits production associates with driving production

Demand for Reddi-Wip makes the plant a busy place around the clock.

Reddi-Wip Production Supervisor Lee Mejean, who began his tenure at the start of the year, helps lead third-shift employees to keep customers and consumers happy. His mission is to ensure employees have everything they need to succeed and safely meet productivity and quality goals.

"They drive production every day," he said. "Those machines don't run themselves. I view leadership as having a support function."

He says employees on the shift have a lot of experience and good ideas. Mejean has focused on funneling their feedback to the appropriate teammates.

When he's approached about safety, his response is more immediate.

"With safety concerns, we stop and address it and make sure it's mitigated or eliminated," he said. "Everyone is looking out for one another."

For example, Mejean was impressed when a production associate approached him about safety after noticing he was attempting to lift a heavy trash can.

Quality also is primarily an issue of safety.

"We want to eliminate re-work," he said, "but at the end of the day, we want healthy and happy consumers."

Mejean runs the shift with fellow Production Supervisor Ben Rogers. They have a good working relationship and a "ton of similarities," Mejean said. They served in the same military unit, their daughters went to the same school, and they're both family men.

"It's a good fit personality-wise," he said.

Mejean served in the Army Reserve and National Guard for more than a decade. He draws on the experience in many ways.

"I lead from the front," he said. "I can remember what it was like to be starting out. I coach alongside my team."

Mejean is pursuing an MBA at Butler University while raising his daughter, Lilly, 4, with his wife, Olivia. He said taking on the educational challenge will help him learn disciplines he's unfamiliar with and to become more well-rounded.



Production Supervisor Lee Mejean

New validation method to reduce paperwork

Validation soon will get a boost from technology.

Alchemy Coach software will be deployed on tablets, which will replace hand-written validation paperwork.

"We're excited," CSD Pillar

Lead Karla Rodriguez said. "It will make it so much easier to track validation."

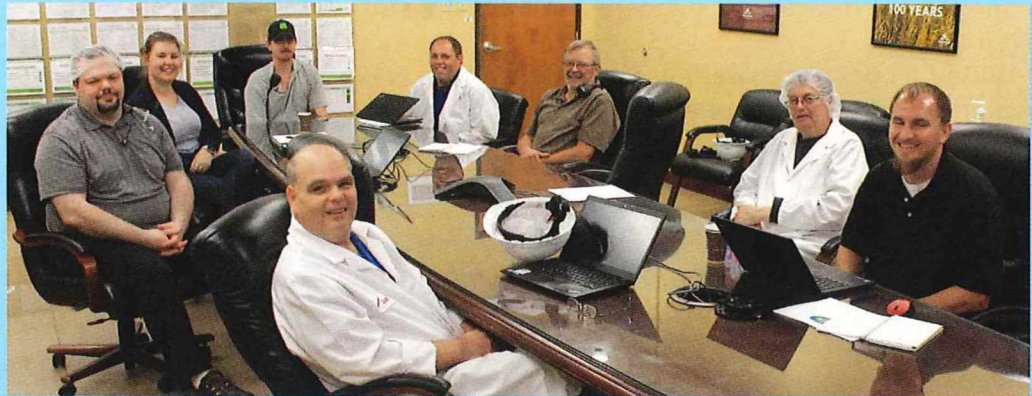
Because it will eliminate the need to transfer data on paperwork into a computer, it will boost accuracy and efficiency.

FI takes big leap forward

As the journey to CPS Phase 1 continues, Focused Improvement (FI) has shown encouraging progress.

The plant's various pillars, including FI, must reach minimum phase assessment scores in order for the plant to reach its goal.

A June 19 phase assessment showed FI has done its part to get the plant to Phase 1 by meeting its phase assessment requirement with a score of 70%.



Clockwise, from front, Production Manager Scott Jenson, Cell 3 Lead Tim Kettler, Continuous Improvement Specialist Elena Schneiderhan, Cell 5 Planner Ryan Neal, PM Pillar Lead Jordan Panich, Maintenance Supervisor Brian Boyer, Second Shift Manager Dave Falkenburg and Engineering Manager Vince Stout work on a UPS related to palletizer downtime.

Continuous Improvement Specialist Elena Schneiderhan said the pillar was able to do so by building the capability of its personnel and better utilizing FI tools.

She added that while the pillar has met requirements, the team continues to strive for perfection. The next benchmark the pillar hopes to achieve is 80%, then even higher scores.

Director of Continuous Improvement Victor Okotcha visited the plant to perform the first FI assessment at the plant since February 2017. FI scored 32% at that time. Schneiderhan characterized the improvement as impressive, especially considering the turnover FI has experienced.

"We really had to build capabilities quickly and practice using the tools," she said.

The assessment score is based on individual employees' capabilities and FI tool utilization. Employees have done quite well in mastering FI concepts, but utilization of tools has represented an opportunity for enhancement.

Schneiderhan makes it clear that mastering capabilities and utilizing tools is not an academic exercise. She believes leveraging FI tools and employee talent are the keys to preventing losses before they start. It's part of the PAL (prevent all losses) mindset key to FI's mission.

What should I know about Focused Improvement?

Focused Improvement (FI) is one of Conagra's CPS pillars.

At the heart of FI are its tools, which are used to solve problems, refine processes and enhance efficiency to aid employees on their never-ending quest for continuous improvement.

As FI's tools continue to be rolled out, they will become a more integral part of all employees' workday.

FI's tools are part of various methodologies, including Unified Problem Solving (UPS), Work Process Improvement (WPI) and Statistical Process Control.

UPS's tools are centered on root cause analysis, which helps employees treat the cause and not just the symptoms.

WPI is used to enhance processes by having a solid understanding of their current state, which helps employees produce strong standards that drive down variability.

Whereas WPI focuses on understanding the current state of a process, SPC drives stability by helping employees measure and control quality, such as product weight, to ensure successful processes that can be repeated consistently



Continuous Improvement Specialist Elena Schneiderhan

without variation.

Continuous Improvement Specialist Elena Schneiderhan encourages employees to have an open mind and willingness to learn. She said as the plant further leverages FI's tools, more plant involvement will be necessary.

FI will help the plant financially by enhancing efficiency and reducing costs and yield loss. She said this means employees will have to do less "firefighting." It also will create a stronger future for Indianapolis that all employees share.

New standards lead to coaching opportunity

Manufacturing Intern Haley Adams has had the opportunity to work on multiple projects this summer.

She helped rewrite the standard for Table Spreads weight taking.

During a boot camp event earlier in the year, it was discovered that production associates used a practice that was superior to the standard, so the standard was changed.

Packaging machines now have new run rules indicated on the Infinity screen, and Adams has worked to coach production associates on them, as well as how often and when to make adjustments. She notes that the rule of 7 still prevails. If samples — which can be taken every 20 minutes or half hour depending on product — are above or below weight specifications for seven or more samples in a row, corrective action is necessary, including centerline adjustment.

One of Adams' messages to her co-workers has been to be more responsive to run rule violations they are notified of by their machine. If they have a hunch their machine is overreacting in indicating a run rule violation, or a sample was anomalous and not indicative of how the machine is running, she encourages them to take more samples.

The experience of working with production associates has been rewarding for Adams, who said she appreciated having one associate stop her on the floor to discuss weight adjustments.

"I thanked him and told him it made my day," she said. "Without operators, I wouldn't have a job. They make my day, and they're making the products consumers love. If I'm able to support them or make a difference, I feel good



Manufacturing Intern Haley Adams

about that."

There are nuances to how weight specifications are handled on each shift, so Adams has worked with all three. If weights have been off consistently in subsequent shifts, third shift is often charged with making corrections to bring the mean average into specification. Doing so may require an increase in sampling.

First shift has its own set of challenges; in addition to setting the tone for the production day, they will sometimes perform a changeover.

Adams said all shifts work together to address preventable holds.

Service ANNIVERSARIES

45 years

Robert Slayback

40 years

James Boles
Donell Liddell

35 years

Kimberly Ann McNutt

30 years

Roger Hunt
James O'Hern

25 years

Kimberly Frazier
Marvin Pegues
Jacquelyn Santiago

20 years

Kenneth Newman
William Romer

15 years

Andrew Bowman
Johnny Motley
Vincent Stout

10 years

Tracy Alexander-Jackson
Kednal Alexis
Jermain Banks
Christopher Bradley
Rosanne Bransford
Benjamin Evans
Jon Garvey
Angela Harris
Derek Johnson
Jennifer Johnson
Carl Jordan
Kyle McGuire
Craig Miller

Amber Napier

William Patton
Gerald Sargent
Mark Scott
David Shrake
Bryan Smith
David Smitherman
Thomas Unrue
Chad Voght
Mark Waltz
Ronald Wess
Ladell Wheeler
Chiquita Witherspoon

5 years

Keenan Allen
LaQuonda Brooks
Leroy Ellis
Xochitl Hernandez-Padron
Scott Hughes
Tim Kettler
Maurytania Lagunas-Garduno
Stacy Lumpkin
Ryan Neal
Kevin Porter
Moises Serrano

1 year

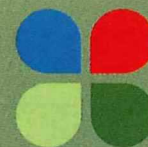
Eric Wagner
Donovan Adkins
Paul Artis
Adam Bauer
Larry Cadwallader
James Clayton
Nicholas Collier
Elyssa Collins
Zackary Cox
Andrea Farries
Josman Fernandez
Shannon Goode
Brandon Guess
Colin Guntle
Timothy Hill
Katlyn Hudson
James Hyde
Luke Karwacinski
Dshon Lenoir
Dustin Morris
Daniel Nipple
Tawfiq Olaimi
Grant Pajak
Jordan Panich
Charlena Rhodes
Irwin Rivera
Michael Roth

Stefanie Sark
Marci Smith
Zachary Stelzel
Matthew Stinson
Robert Wade
Keith Wells
Patrick Wolfe

Recent RETIREMENTS

James Stevenson is set to retire this August after 42 years of service.

VSM a success



It was the first time Associate Material Planner Raymond Smith led a value-stream mapping (VSM) event but it won't be the last.

VSM is an analysis of a process from beginning to end — in this case, from supplier to plant to customer. Based on the analysis, employees produce a map of the present process and propose enhancements that refine it. VSMs focus on adding value — producing things a customer will pay for — or reducing waste — any aspect of a process a customer will not pay for. VSM is a tool closely associated with lean manufacturing, which is a key tenet of CPS.

This particular VSM occurred June 18-19 and focused on reducing yield loss related to corrugate. It included a cross-functional team of employees from Operations and Lean Supply Chain.

Corrugate, the material used to form cases, warps when left in hot, humid semitrailers in the drop lot. The damage inflicted can make it difficult to run the material in case packers. It can even cause major downtime events, as the machines generally will not tolerate significant variance in material.

The VSM's mission was to eliminate waste by analyzing a live unload of corrugate with a primary goal of reducing the amount of time the material spends on semitrailers in the drop lot.

To kick off the event, Smith led a PowerPoint presentation that encouraged participation and emphasized the value of different perspectives and respect for others.

He was pleased with the response and that he believed the icebreaker set a strong foundation for the VSM.

The team then discussed how to draw a VSM map and gained

familiarity with the process and the symbols used. The current state map was produced and included everything from material flow to how employees were communicating.

The team then performed a waste walk, modeled after the Gemba walks made famous in Japanese manufacturing. The team split into two groups and observed trucks offload from different sides of the receiving dock in the Distribution Center. The teams alternated sides to give everyone a chance to see the process from multiple perspectives. Employees then followed the flow of the material, from receiving to the staging area near the case packers. The material then was used to make cases, which were palletized. Inevitably, the cases are then stored, picked and staged. Eventually, they make their way to a mixing center where they are combined with other Conagra products and distributed to customers.

After observing as much of the process as they could from the plant, the team discussed what they'd witnessed and produced a future state map, placing sticky notes on the present state map to indicate elements

that could be refined.

The future state map was used to develop an action plan. The plan, 20 items strong, prioritized implementing low-complexity solutions that would have the biggest impact.

One key element of the future state map included smaller, more frequent orders from the corrugate supplier, which is based less than two hours from the plant.

The team also noticed that given the way the supplier loaded semitrailers, the dock plate couldn't be dropped, which necessitated damaging material to remove it. Requesting the supplier to reconfigure loads became an action item.

The team observed slip sheets, a type of corrugate, being used as floor mats by employees. As they are significantly more expensive compared to material intended for that use, this was deemed non-cost effective.

In completing the event, Smith was motivated to perform future VSMs and looks forward to the next one.



Associate
Material Planner
Raymond Smith

System protects pedestrians

With construction in Reddi-Wip to add a wall, a potential exposure was created.

Fork truck drivers and pedestrians couldn't see each other as well. EHS manager Jeff Reinke said that was the impetus behind the installation of a new alert system.

When vehicle traffic approaches the affected corridor, lights alert everyone in the area of its presence.

"It's good technology and something we can look at installing in other areas," he said.

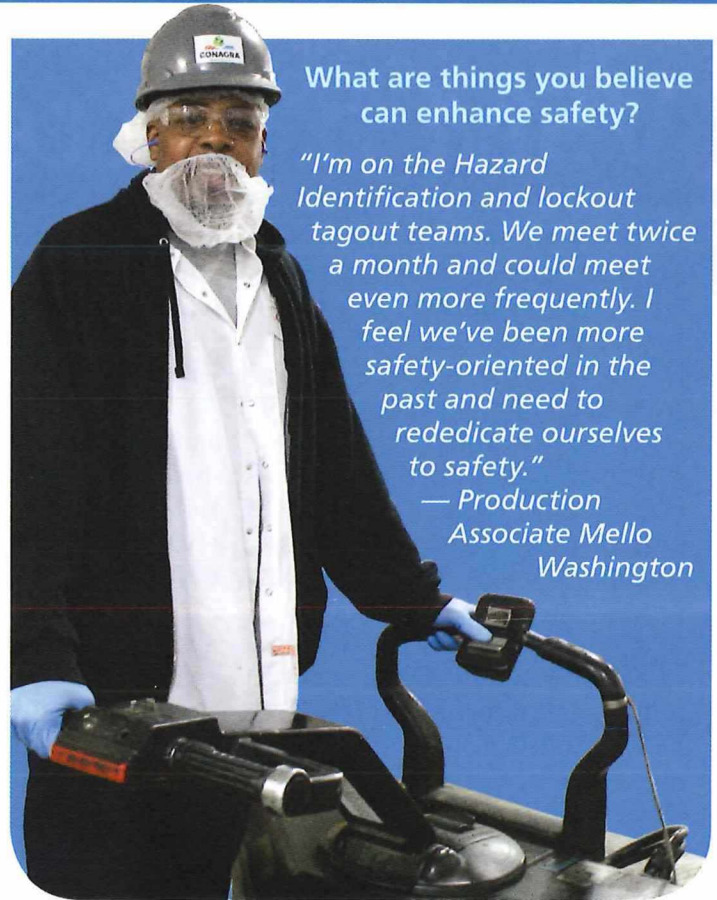
A contractor installed the equipment in a day, and employees have offered positive feedback.

"Anything that will help warn a driver or a pedestrian is good," Production Associate Mello Washington said.

The system is self-activated, so employees didn't need to learn how to use it. But Reinke reminds employees to remain vigilant and not lower their guard. Washington said practices such as looking both ways, using his horn and scanning for pedestrians always will be necessary.



The new system in action.



What are things you believe can enhance safety?

"I'm on the Hazard Identification and lockout tagout teams. We meet twice a month and could meet even more frequently. I feel we've been more safety-oriented in the past and need to rededicate ourselves to safety."

— Production Associate Mello Washington

New training has simple message:

See something, say something

Food defense training is set to kick off.

It's an outgrowth of the FDA's Food Safety Modernization Act (FSMA) and will require employees to learn a new food defense plan, which focuses on preventing intentional food contamination.

The plan has been in development for several months. EHS manager Jeff Reinke has led the project for Indianapolis.

"It's part of our effort to continue to improve food safety," he said.

Having a food defense plan is the foundation of Employees FIRST, an FDA education initiative. FIRST is a handy acronym for the actions employees can take to identify and

reduce risks: Follow company food defense plan and procedures; Inspect your work area and surrounding areas; Recognize anything out of the ordinary; Secure all ingredients, supplies, and finished product; Tell management if you notice anything unusual or suspicious.

To develop the mitigation strategies at the heart of the food defense plan, myriad production and logistics activities were ob-

served. The plan includes a vast array of new best practices, which relate to everything from how food is sealed in containers to who is permitted in certain areas.

In helping to put the plan together, Quality Technician Jen Farabaugh

was part of a team — including corporate security personnel and Reinke — charged with assessing points of vulnerability during a two-day walk-through of the plant.

"I had to go into the mindset of a terrorist wanting to cause harm to the masses," she said.

It was a challenging and unusual task for Farabaugh, but related to her vocational mission.

"Food safety is important to me," she said. "This is an added step that will help keep consumers safe."

Farabaugh believes the message at the core of the training will ultimately be a simple one: Be vigilant — if you see something, say something. Make sure doors are closed and locked and follow the visitor program.

Reinke notes the plan is not static and will continue to evolve as the circumstance dictates.



Quality Technician Jen Farabaugh

Strong foundation pays off for CSD

Continuous Skills Development (CSD) enjoyed a rapid rise in phase assessment score.

After posting a score of 53% in the spring, CSD scored 72% June 18.

CSD Pillar Lead Karla Rodriguez regards her pillar's foundation as its standard work processes, which include employee skills validation; identification and cultivation of trainers, mentors and auditors who onboard new hires and help transfers transition into new roles; step up cards, which track team capabilities and are utilized by other departments; and CSD's training curriculum, which is constantly being refined and updated.

She credits AMD Pillar Lead Jermell Williams and the CSD team with laying the groundwork that made a meteoric rise in score possible. Rodriguez notes tracking the progress CSD has made represented a large portion of the additional points gained since the spring.



From left,
CSD Pillar
Lead Karla
Rodriguez
and CSD
Coordinator
Marci Smith

Rodriguez dedicated to reinforcing standards

CSD Pillar Lead Karla Rodriguez believes in Continuous Skills Development.

She helped develop CSD at the Bakery and saw firsthand what CPS's pillars can do to create a winning culture and give employees the tools they need to succeed.

"The process does work," she said.

Rodriguez believes the pillar team, trainers, mentors and auditors are eager to adopt new tools, like Alchemy Coach, and follow new standards. She has the same expectations for the plant as she did for the Bakery and believes CSD is poised to duplicate its success.

With CSD standards in place at the plant, Rodriguez is dedicated to ensuring they are maintained

and followed. Part of those standards is establishing the best way to perform work tasks. Bringing CSD standards to life involves teaching employees best practices and working to ensure they become uniform.

While CSD's goal is for all employees to adopt standard work practices, Rodriguez makes it clear that when continuous improvement is a core philosophy, the best way to perform any task is constantly evolving.

"The training curriculum is a living and breathing thing," she said.

The traits that have aided Rodriguez in her Conagra success may have their roots in her family's business, a Mexican bakery. Instead of mastering cinnamon bread and

other traditional Mexican recipes, she took on an administrative and customer service role.

"With nothing to go by, I had to figure out my own system and develop my own standards," she said.

In studying business administration, management and international studies at Indiana University - Purdue University Indianapolis, she added structure to skills she developed on her own.

Rodriguez expressed her gratitude for the opportunity to lead CSD at the plant.

"It's exciting when people believe in you," she said.

Away from work, Rodriguez enjoys swimming and riding bikes with her 5-year-old son, Julian.

Mentors, auditors to be added

Sign-up sheets have been posted and new mentors and auditors soon will be chosen.

CSD Pillar Lead Karla Rodriguez said candidates need to have a full understanding of their area and the right attitude to mentor, which includes a willingness to share their knowledge and guide new hires or those learning a new role.

She added that mentors and auditors who are invested in the development of fellow employees and committed to ensuring that all follow standards are integral to CSD's mission.

Existing mentors and auditors also are undergoing refresher training.

Conagra Brands Indianapolis appears under direction of Ken Dobin, plant manager. For news coverage, contact Tom at the newsletter office by phone 402-475-6397, fax 402-475-6398, mail information to 122 S. 29th St., Lincoln, NE 68510-1403, or email tom.johns@newslink.com. This material is intended to be an overview of the news of the plant. If there are any discrepancies between this newsletter and any collective bargaining process, insurance contracts or other official documents, those documents will govern. Conagra Brands continues to maintain and reserves the right, at any time, to alter, suspend, discontinue or terminate all plans and programs described in this newsletter. This newsletter is not an employment contract or any type of employment guarantee. Thanks to everyone at the Indianapolis plant for taking time to contribute to this newsletter, including but not limited to, Sarah Akin.

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Tillman brings passion for process, people to plant

Process Engineer Darris Tillman isn't one to shy away from challenges.

He turned his childhood dreams of airplanes and rockets into an aerospace engineering degree from the University of Southern California. He then enlisted in the Navy before transferring the Marine Corps.

Decorated in military service, Tillman describes himself as a "mission-focused person" and notes that the Marines gave him structure and discipline that helped him cultivate that trait.

"I've never been through anything harder than Marine Corps boot camp," he said. "The fact that it was challenging was part of the attraction."

Tillman also believes his

background and personality are parts of his affinity for Focused Improvement, as he is skilled in lean manufacturing and root cause analysis.

Military service helped turn Tillman into a leader. Having the responsibility for the well-being of a team instilled in him a meticulous nature when it comes to safety. He said he's accustomed to scanning any environment he's in for potential hazards.

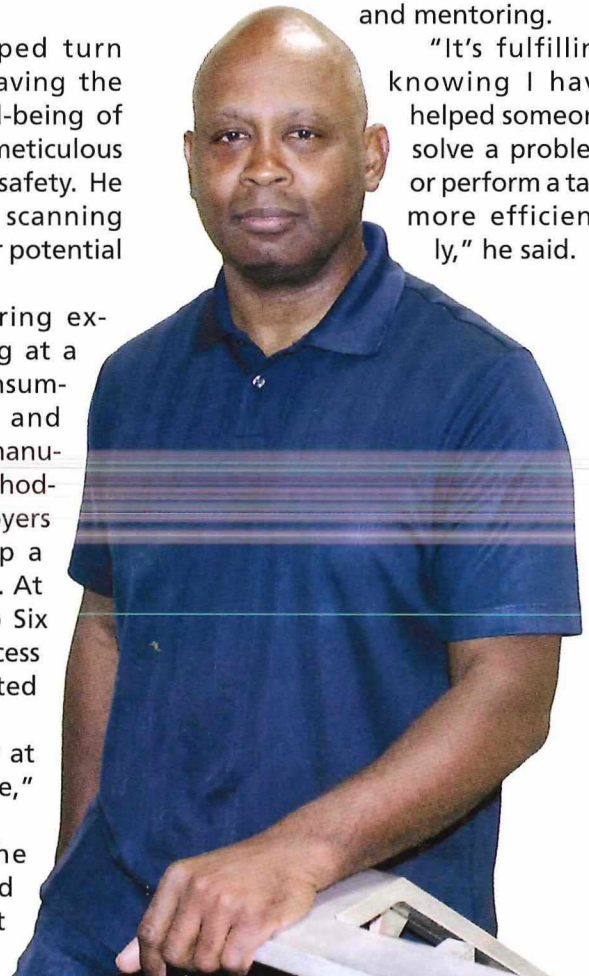
Tillman's manufacturing experience includes working at a brush-making firm, a consumer electronics company and General Electric. The lean manufacturing practices and methodologies his previous employers used helped him develop a passion for FI and its tools. At GE, he was introduced to Six Sigma, techniques for process improvement closely related to FI.

"We started every day at GE with a problem to solve," he said.

This translates to the manner in which he focused on attacking top losses at the cell level in the plant.

While Tillman is excited by the way his skill set and experience relate to the plant and CPS, he also is passionate about people and mentoring.

"It's fulfilling knowing I have helped someone solve a problem or perform a task more efficiently," he said.



Fast facts:

Darris Tillman

- A former drummer in the Fleet Marine Force, Pacific Band.
- Father of two daughters, Amari, who is studying at the University of Georgia, and Jordan, 12, who enjoys gymnastics and track.