



# TO SPREAD THE NEWS

SECOND EDITION 2017



An ice cream truck sets up shop in front of the plant's employee entrance.



An employee decides on a treat.

## Employees celebrate success

All shifts recently commemorated employee safety success with a celebratory lunch.

The plant met its fiscal year 2017 safety goal by registering an Occupational Safety and Health Administration Recordable Incident Rate (OIR) below target.

Environmental Health and Safety Manager Jeff

Reinke credits production associates with investing in safety culture and enhancing it by moving from a reactive to a proactive attitude.

Employees also enjoyed a visit from an ice cream vendor Sept. 14 and 15 in celebration of the plant's food safety and quality performance.



Employees enjoy ice cream.



Employees celebrate success.

## A MESSAGE FROM THE PLANT MANAGER: OWN OUR VALUES

You have to have the right ingredients to make Reddi-Wip and table spreads.

If our culture is the key to accomplishing our mission and realizing our vision, it's important to know what the ingredients of our desired culture are. One way to describe our culture is the sum of our values. The Conagra Way highlights six values that should guide us all:

- Integrity: doing the right things and doing things right.
- External focus: centering on the consumer, customer, competitor and investor.
- Broad-mindedness: rejecting silos and embracing disciplined curiosity.
- Agility: converting insights into action with the speed of an entrepreneur.

Continued on page 2



## A MESSAGE FROM THE PLANT MANAGER: OWN OUR VALUES

*Continued from page 1*

- Leadership: simplifying, making decisions, inspiring others and acting like an owner.
- Results: leveraging a "refuse-to-lose" obsession with impact and value creation.

All of these values are vital, and we exhibit all of them every day. It's all around us if we just look. We make wholesome, quality foods because it's the right thing to do, and we value the people who make this plant necessary. We work as a team on Autonomous Manufacturing Development (AMD) because we reject silos. We turn our deep understanding of machines into ideas that quickly

address top stops because we approach problems as entrepreneurs. We refuse to lose because our collective future depends on our ability to add value.

We all have loved ones depending on us and futures we're building, so we all have a stake in ensuring the results outlined in our Compelling Business Need (CBN) are met. We're all owners. We don't need to merely act as if we are.

If we continue to live these values and further commit to them, we will have a winning culture and prosper together as one team, one plant.

— Plant Manager Ken Dobin

## Plant passes audit

Food safety and quality are core Conagra values, and the plant has much to be proud of on those fronts.

The plant passed its state audit after visits by the Food and Drug Administration (FDA) and Indiana State Board of Animal Health (ISBOAH) Aug. 30-31; it was the first FDA visit in more than four years. Only exceptional scores pass the audit, and the plant posted a 90.

Quality Team Lead Sarah Throckmorton praised production associates and maintenance technicians.

"Their great performance is directly tied to our passing," she said. "Ensuring the health and well-being of the consuming public is a pillar of our daily operations and the team has done exemplary work supporting sanitation and quality."

The plant also scored 100 percent on its environmental monitoring for pathogen control (EMPC), which means there were no pathogens found at the plant. Throckmorton credited hand washing and use of footbaths with producing the perfect result and eliminating potential cross contamination.

She noted that continued vigilance is necessary for all employees, especially those responsible for clean in place (CIP) and inspection of equipment.

"It is of utmost importance they follow standard procedure and report any deviations from normal conditions they observe," Throckmorton said.

## Team triumphs over rouging

With October's arrival, the plant is more than 100 days without rouging.

Last fall, the plant was delisted for 10 days after a visit from Indiana State Board of Animal Health (ISBOAH). The board's main concern was discoloration of the Reddi-Wip piping network, better known as "rouging" or "golding." It drastically affected the plant's ability to fill customer orders.

A cross-functional team was established to troubleshoot issues with the clean in place (CIP) system. A multifaceted solution was developed. Filters were changed or introduced to prevent chlorides from leaching ions from metal equipment, which causes the problem. To the same effect, pressures for steam and heat exchanges were reduced, and less reactive cleaning chemicals were procured. In addition to those measures, changes to the entire CIP were made; a standard procedure for destaining metal was established and operators were trained to implement it.

"We have a sustainable solution," said Quality Team Lead Sarah Throckmorton. "What's important is that we continue to meet our own standards and strive for excellence."

Sanitation Manager Carter Evans thanked all those who helped eliminate the issue, including Reddi-Wip mix room operators and mechanics.

*"Ensuring the health and well-being of the consuming public is a pillar of our daily operations and the team has done exemplary work supporting sanitation and quality."*

— Quality Team Lead Sarah Throckmorton



## Golden Tickets

### What are Golden Tickets?

They are a fun way to recognize employees for all they do to make the plant successful. They can be used to claim an item from the Conagra Indy Treasure Chest, which is filled with fun Conagra gear.

### Who can win a Golden Ticket?

Anyone!



Human Resources Generalist Melissa Moore with an array of Conagra gear that will soon fill the treasure chest

### How does one win a Golden Ticket?

A good way to win one is take the Conagra Way to heart and exhibit the values it outlines.

## Plant mentors validated, new training process begins

The plant has enhanced a key part of its training process.

Twenty production associates have been validated as mentors as of Sept. 12. While the plant has always had mentors, a Conagra training program that kicked off in August has formalized the way they teach less seasoned employees.

Production associates volunteered to become official mentors. Then Continuous Skills Development (CSD) team members, including CSD Pillar Lead Jermell Williams, trained them.

"We give them tools to use when they train that helps structure the process," Williams said.

Once validated, the mentors received a certificate noting their status. Soon they will be assigned trainees, either new hires or people who have changed roles, and become their primary trainer.

"It's a big shift from what we were doing," Williams said.

Previously, the plant used what was referred to as a "buddy system." The concept



Sanitation Associate John Garrett holds up his validation certificate.



From left, CSD Pillar Lead Jermell Williams; Production Associates Cherelle Cousin, Ken Heatherly, Kim McGill and Lewis Bonner; Sanitation Associate Malaika Slater; Production Associate Ray Barker; CSD Coordinator Karen Coe; Sanitation Associate John Garrett and CSD Coordinator Henry Tin

was basically the same: have highly skilled operators who have distinguished themselves transfer their knowledge to others. But it was less structured.

"The problem with this was there were gaps in training," he said.

The new process ensures comprehensive training, Williams added. He also believes it will help create a more cohesive workforce and encourage a stronger culture.

He's proud of the mentors for being open-minded and having a willingness to learn.

"They are all on board with driving this plant to No. 1," Williams said.

The mentors will meet periodically to discuss best practices and further refine their training efforts.



## Spreading the word about Spread the Profit Reddi for Growth

Cards with important messages have been distributed at the plant.

They outline the Compelling Business Need (CBN) and Spread the Profit Reddi For Growth. The CBN represents critical goals: 85 percent efficiency, 3 percent yield and zero quality or safety incidents. Spread the Profit Reddi For Growth is about how the plant's two businesses will interact.

### Spread the Profit Reddi For Growth

The strengths of each business will be leveraged to ensure a brighter future for all. Table Spreads profits driven by high volumes are being invested in Reddi-Wip growth. Reddi-Wip growth leads to an influx of cash, which helps pay for Table Spreads improvements, and increases that business' efficiency and leads to more profits. The plan shows the symbiotic nature of both businesses.

Despite declining demand, Finance Team Lead Meredith Jones notes that a lot of the plant's growth potential is moored in Table Spreads and the approximately \$45 million in profit it generates annually. Reddi-Wip is projected to grow 4 percent this year and as much as 7 percent in the long term.

"Having both businesses under one roof gives us a successful portfolio," she said. "Both brands are equally important."

### CBN success in the hands of production associates

The list of ways production associates can have an impact on meeting

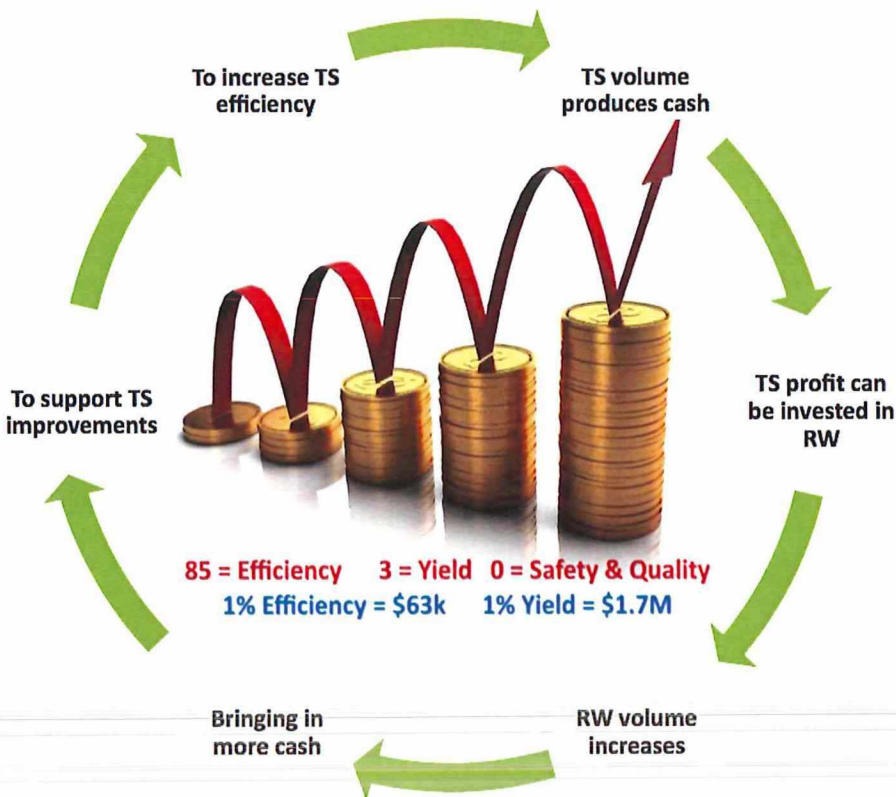
CBN goals is extensive. Some of the key behaviors include:

- Performing quality checks regularly.
- Making sure code dates are correct.
- Making sure the right product is in the right package.
- Defect handling, including identifying defects and actively pursuing fixes by submitting F-tags.
- Maintaining centerline conditions.
- Making batches correctly.
- Proper execution of daily management systems including clean, inspect and lubricate (CIL).

CPS Manager Sarah Akin notes the details matter. For example, she said cleaning the photo eyes on a machine can boost efficiency and re-gluing cartons can reduce yield loss.

"A lot of the things operators do every day make a big difference," she said.

Akin added that boosting skill sets is a crucial way to move the needle in terms of the CBN because it leads to fast starts. The faster a machine is being put to good use through operator expertise, the greater the efficiency and yield, she said.



## Your newsletter, your stories!

Every employee has a story and Reddi to Spread the News is your place to share. Here are just a few of the news items we'd love to include in future editions:

- Birth and engagement announcements
- Personal or family accomplishments (e.g. graduations, sports achievements, military enlistments)
- Hobbies

- Volunteer work
- Holiday photos
- Co-worker appreciation
- Conagra success

If you have a story in mind or would like to submit a photo, reach out to CPS Manager Sarah Akin via email: [Sarah.Akin@conagra.com](mailto:Sarah.Akin@conagra.com)



## A new day for Cell 4

Through teamwork, Cell 4 Lead Terrance Crumpton is seizing every opportunity to enhance operations.

"The team is really coming together," he said. "A lot of things that have lingered are being fixed. Initially, we concentrated on low-hanging fruit. Now we're going after big things. We still have work to do."

For Crumpton, low-hanging fruit is anything he can take immediate action on without requiring funding. Demanding more of vendors qualifies. After receiving warped laminated shippers that were failing and causing customer complaints, he and a contingent of employees visited the vendor's facility. They worked closely with the vendor's employees to identify defects and develop new standards.

"I expect quality," he said. "We got a lot of people involved and addressed the issue as a team."

Crumpton said there are a number of ongoing projects that are revitalizing Cell 4. He credited maintenance staff with developing successful planned maintenance and defect handling protocols.

"CPS has great tools that allow us to be successful on our journey," he said.

He added that he has a "great group of production associates." He thanked them for being patient as the cell continues to develop.

### Capital project for servos a 'big thing'

Crumpton regards tackling a certain issue as one of the "big things" being addressed in Cell 4.

Since their installation, malfunctioning servos used in table spreads production have caused significant losses in efficiency.

Maintenance Planner Ryan Neal has been integral in developing a solution.

Countermeasures are in the process of being funded and Planned Maintenance Pillar Lead Becca Conner is highly confident they will be successful.

"Ryan is highly motivated and dedicated, and we're fortunate to have him," she said.

The servos are drives that actuate the filler pistons that push product into tubs. Their chronic failures are believed to be a design issue. Two main causes were identified related to brakes and encoders, and the countermeasures address those problems.

## Crimper rebuild a success

A problem that cropped up last fall has been successfully addressed.

A rash of collets breaking occurred. Collets were failing almost as fast as they could be replaced, said Engineering Manager Vince Stout.

Collets are crimper components that spread and bend a can of Reddi-Wip during production.

The maintenance team was charged with putting together a project to address the issue and called in the crimper's manufacturer to aid the effort. An analysis was performed, and it was found that machine wear was the primary culprit. This caused the head on the crimper to loosen and move; it should remain stationary. Stout credited Utilities Maintenance Planner Johnny Henry – who stepped up multiple times to cover for absences during the project – with discovering the root cause.

The solution was replacing a key part of the crimper. Project Engineer Maurytania Lagunas-Garduno planned the installation, organized resources and worked with contractors to perform the service. The whole machine had to be disassembled; making the replacement took two weekends. The project then shifted to early management, which refers to how the machine would perform after the fix and how reliable it would remain thereafter. Stout said the project was successful in terms of early management and credited Process Engineer Kevin Wojcik with being key to the commissioning and qualification process.

Stout is proud of Henry, Lagunas-Garduno and Wojcik and is accustomed to their excellent performance. With a project requiring two big downtime events on their hands, they did not drop the ball and went above and beyond to ensure success, he said. Had the work not been completed on time an entire line would have been shutdown, which would have severely affected production. To prevent that, the team leveraged resources and cultivated a plan that minimized risk.

"They are the kind of folks you want on your team," Stout said.



From left, Utilities Maintenance Planner Johnny Henry, Project Engineer Maurytania Lagunas-Garduno and Process Engineer Kevin Wojcik



Engineering Manager Vince Stout



## Conner leads effort to eliminate top losses through CPS

Of the 10 pillars, Planned Maintenance may be closest to the lean manufacturing philosophical roots of Conagra Performance System (CPS).

The pillar's lead, Becca Conner, works closely with all four cell leads: Terrance Crumpton and Glen Hughes in Table Spreads, and Darren Lloyd and Mike Grimm in Reddi-Wip.

Conner regards the leads as her customers. Understanding and addressing their needs as to eliminate the causes of the top losses their cells are experiencing is her main responsibility, she said. To reach her objective Conner uses CPS. Those tools guide her as she analyzes data to develop planned maintenance standards and programs that boost efficiency in accordance with the Compelling Business Need (CBN). Her work aligns with the CBN on multiple fronts as defective equipment impacts quality and yield.

### CPS success

Cell 4 mechanics implemented a design for the case magazine that has reduced stops and helped the cell hit its goals.

"It's made a huge impact," Conner said.

The fix is a support bracket that keeps cases square as they are processed.

She believes it's a good example of how Autonomous Manufacturing Development (AMD) has had an impact on operations.

"It's not any one person, it's a team," she said. "That's what makes it fun."

AMD meant the inclusion of Finance Team Lead Meredith Jones in implanting the countermeasure. As

an AMD lead, she was charged with understanding the issues leading to stops and then worked closely with Cell Lead Terrance Crumpton and Line Technician Gary Stein, and helped pave the way for efficient funding of the countermeasure.

AMD has offered an opportunity for all stakeholders, from management to production associates, to operate at the next level, Conner said, helping them get in tune with equipment. It's equipped operators to perform minor troubleshooting, and it's also driven home some important lessons. A few extra minutes of cleaning or care can have a have impact on Mean Time Between Failure (MTBF) and make for a smooth, uneventful shift



*Planned Maintenance Pillar Lead  
Becca Conner*

### New run strategy, equipment changing PM

With Reddi-Wip going to 24/7 production, maintenance time is harder to come by. Technicians no longer have full days of downtime with which to work. As such, Conner and her colleagues are developing planned maintenance that accounts for the strategy. Another area of focus for Conner is planned maintenance for new equipment in Table Spreads, including square tub fillers, case packers and robot systems.

## Schedule transition goes smoothly

Planning and implementing schedule changes has been challenging. Operations Manager Dave Lewis is grateful to those who led those efforts.

By working with Human Resources, Reddi-Wip Cell Leads Darren Lloyd and Mike Grimm worked to institute the new 3-2-2 schedule in July.

"They made sure the transition went smoothly," Lewis said.

Reddi-Wip had run 19 days straight with two days off. The new

schedule is three days on, two off and two on. The change addressed production associates concerns about work-life balance. Lewis said providing employees with a quality work experience will continue to be a priority and if further adjustments are necessary in the future, they will be made.

Lewis also praised Planned Maintenance Pillar Lead Becca Conner who is in the midst of a similar transition with the maintenance

staff. After a vote, the maintenance team decided on a four days on, four days off schedule. The changes is set to be implemented Oct. 12.

Making the changes has required hiring, and Human Resources has worked hard to fill new positions. Cross-functional meetings were part of the process.

Lewis said those working on the schedule changes "have gone above and beyond to make sure it's all put together."



# Dry goods lot project wrapping up for the year

A major capital project that broke ground this spring has enhanced infrastructure.

Brand new concrete has been poured in the dry goods lot and the approaches to its docks. New drainage in the form of an expanded detention pond has been installed as well. The project addresses flooding issues and potholes and will have a positive impact on safety and efficiency.

Supply Chain Manager Gene Bonfer called it vital upkeep that will help plant employees safely serve customers.

The expansion of the detention pond required extensive excavation. Work on the docks required demolition and removal of the dock locks before new concrete was poured. While the drop lot, a new access road and doors 50 through 53 have been completed, presently doors 54 through 56 are out of service as the final phase of work is completed for the year. The doors will be restored to service this fall.

A key enhancement of the new dock locks is that they have been elevated, which will allow loading plates to be more level. Warehouse Manager Ken Newman said it's an ergonomic enhancement that will enhance the unloading process.

The locks also have new signaling and articulating LED lights that illuminate the inside of semitrailers.

Warehouse employees have had to adjust to construction, including the loss of a full slate of docks. A temporary drop lot was established. With more than 20 trucks a day visiting the facility to deliver raw materials and packaging, it's forced the Warehouse



From left, Warehouse Team Lead Logan Aven and Receiving Dock Associates Michael Poole and Billy Carter

Team to be creative. Warehouse Team Lead Logan Aven believes that some of the practices developed will help boost efficiency once construction is complete. That includes keeping one door available for live loads. Receiving Dock Associate Billy Carter said the practice keeps traffic flowing.

Newman praised employees for doing a great job with restricted dock access during peak bill time. Aven echoed that sentiment.

"I'm happy with the effort my team has put forth with less doors," he said. "I'm proud of the way they adjusted."

Carter appreciated the efforts of his team leads, Aven and Inventory Coordinator Amber Napier, for keeping the team focused with strong planning, which was reflected in effective itineraries.

"We went through a transition where we had to accomplish more with less," Carter said.

The same process used to enhance the dry goods side of the plant will take place next year on the refrigerated side. Newman believes what was learned this year will make next year's work more efficient.



Warehouse Manager  
Ken Newman



Supply Chain Manager  
Gene Bonfer



Inventory Coordinator Amber Napier

## Big thanks to Mega Movement



Mega Movement  
Owner Pete Brennan

The entire Warehouse Team extends their gratitude to Mega Movement.

The spotting service has been integral during construction of the dry goods lot and coordinated traffic flow. Owner Pete Brennan and his team jockey trailers around the facility, responding to the requests of Warehouse Team members.

"There might be 47 dry goods semitrailers on property, and Pete knows where they all are," said Warehouse Team Lead Logan Aven.

*"I'm happy with the effort my team has put forth with less doors. I'm proud of the way they adjusted."*

— Warehouse Team Lead Logan Aven



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 2201 Winthrop Rd., Lincoln, NE 68502-4158, 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 and Vance Blazier.

**CONAGRA BRANDS - INDIANAPOLIS**  
**4300 W. 62ND ST.**  
**INDIANAPOLIS IN 46268**

PRST STD  
 U.S. POSTAGE  
 PAID  
 MAIL USA  
 PERMIT NO 1639



Lower column half with near bearing



Employees remove the steam height turret



An employee prepares to remove the bull gear.

## Bearing replacements continue with Filler 1 rebuild

Planned Maintenance Pillar Planner Vance Blazier and his teammates made good use of Labor Day downtime to perform some key planned maintenance with the Reddi-Wip Filler 1 rebuild.

The project will decrease stops and ensure the lasting reliability of equipment that he said was at "the heart of the fill room" and integral to the manufacturing process.

The work included a column bearing replacement. It was part of an ongoing initiative to make such replacements on fill, rinse and, most recently, steam turrets, which started more than a year ago when Blazier began his tenure.

A column consists of a lower, upper and height assembly. The column bearings, which attach to the lower column, were clearly at the end of service life, he said.

With heavy components involved, the project began with the installation of rigging. The steam turret on Line 1 was disassembled and then the inner height turret was removed, which was followed by removal of the bull gear. Parts were inspected and cleaned, and the filler was reassembled with new seals and food-grade lubricated bearings, starting with the lower column followed by the upper column. Then it was time for the team to install the bull gear and ensure the

turret would spin with the proper timing. The height adjustment assembly, height turret assembly and associated parts were rebuilt and then installed. One of the final steps was installing steam components.

Blazier thanked the line technicians who had a role in the project, including Marcus Adams, Zachary Austin, Sam Bailey, Scott Hughes, Mark Richmond, Dan Smitherman and Manny Uribecastro.

"They are a team of great mechanics," he said.

Blazier was impressed by the willingness of experienced technicians to mentor newcomers Adams and Uribecastro, who also impressed him.

Looking to the future, Blazier anticipates that the next major bearing change out and rebuild will be on the capper machine. That will take place sometime next year. He's excited for both current and future projects.

"I want our overall equipment effectiveness to be as high as it can be to make sure we get cases out the door," Blazier said.



Planned  
 Maintenance  
 Pillar Planner  
 Vance Blazier

Photos courtesy of Vance Blazier.