



# TO SPREAD THE NEWS

SECOND EDITION 2018

## Employees continue to spread safety, are Reddi for more

Safety continues to move in the right direction.

Through Period 10, the OSHA Incident Rate (OIR) was 0.6, which is down from 1.6 last year. The rate is calculated by multiplying the number of recordable cases by 200,000, and then dividing that number by the number of labor hours at the company.

Environmental Health and Safety Manager Jeff Reinke credits employee engagement as a key factor in the positive trend.

"There's more involvement and greater attention being paid to safety programs," he said.

One winning behavior is employees' vigilant identification of potential exposures, such as slips, trips and falls, according to Reinke. This has had a positive affect on the plant's safety culture.

Employees credit him with having a positive affect as well, noting he brings a more structured approach to safety, which has manifested in regular safety team meetings.

Production Associate Lewis Bonner volunteers on the Lockout Tagout Team and believes Reinke has had a positive influence on it.

"Since Jeff has come along, it's gotten stronger," he said. "We're a cohesive unit, and things are really starting to come together."

Sanitor Dan Kingery agrees.

"Jeff is a great safety leader and is always available," he said.

Bonner believes that another key factor to the team's success has been a



The Lockout Tagout Team meets to discuss safety-enhancing ideas for plant operations.

### **Why is it important to routinely have lockout tagout meetings?**

"Because it's always evolving. There are so many different aspects and changing procedures that there's always a lot going on. We accomplish a lot at meetings and address employee concerns. That includes clarifying best practices and rules to eliminate any gray areas."

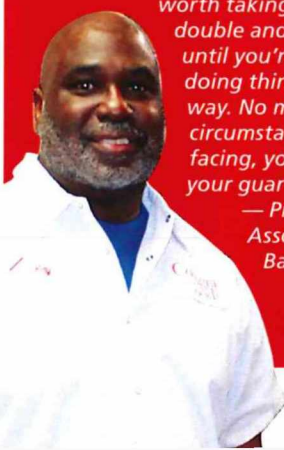
### **What's the key to making sure meetings have a positive affect on the plant?**

"Communication. You have to be a good communicator and trainer, and realize that people are different. You have to be flexible and willing to use different approaches."

### **What's the most important thing to communicate about lockout tagout?**

"When in doubt, lock it out. It's never worth taking a chance. So double and triple check until you're sure you're doing things the right way. No matter what circumstance you're facing, you can't let your guard down."

— Production Associate Ray Barker



### **You have worked a decade on the Hazard Identification Team and the Lockout Tagout Team—Why?**

"I never want employees to put their livelihood at risk due to a violation. We all have family to take care of or kids to put through college, and we have to keep the plant safe if we want to keep the plant open."

### **What's the key to success for safety teams?**

"When employees see results you build trust that's why they come to you with hazards they've identified or issues they have. We've shown that hazard ID and lockout tagout are here to stay, and I'm very proud of that."

### **Why is wide-ranging involvement important?**

"You can't consider yourself a world-class facility without world-class safety, and to have world-class safety you need everyone involved."

### **What do you like about your safety team teammates?**

"They are engaged, offer great input and exhibit great leadership."

— Production Associate Mello Washington



Continued on Page 2



## Table Spreads employees take part in case packer vendor review

Table Spreads production associates, sanitation crews and mechanics recently took part in a presentation on equipment function and specifications.

Along with discussing case pack-size reduction, the two-hour meeting focused on helping vendors meet criteria prior to the installation of new equipment.

AMD and sanitation washdown standards, centerline and change-over procedures, and the Table Spreads pack-and-a-half project also were discussed.



Table Spreads employees participate in a team meeting.

## Employees continue to spread safety, are Reddi for more

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greater diversity of perspectives. He said that employees help fill in any knowledge gaps by sharing with each other. The result, Bonner said, is a workforce more prepared to maintain safety in any situation they might encounter.

Reinke said he and employees will continue to be proactive when it comes to safety, with electrical safety being the next area of focus.

### New developments in lockout tagout

A new app-based lockout tagout management program is in use at the plant.

Employees praised it as being a user-friendly safety enhancement that boosts efficiency and promotes rules compliance.

While the program is used for annual procedure review and will facilitate validation, it also can be used whenever an employee believes he or she needs a refresher.

As it's run on tablets, use is as simple as pointing the tablet's camera at a barcode on a given machine and taking a picture. It will then offer machine-specific information and training.

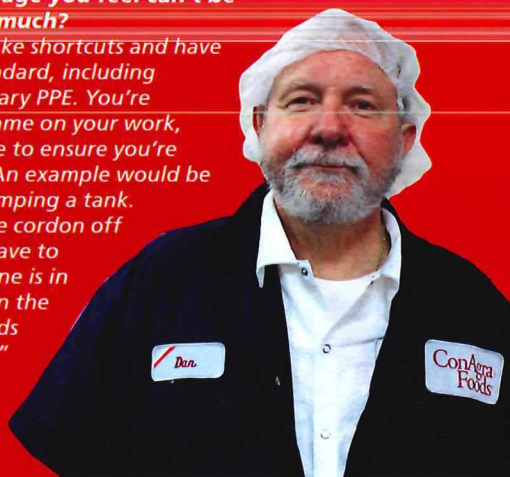
### Is lockout tagout different for sanitors?

*"We lockout tagout every time we break the plane to clean or take out parts."*

### What's a message you feel can't be repeated too much?

*"You can't take shortcuts and have to follow a standard, including using all necessary PPE. You're putting your name on your work, so take the time to ensure you're doing it right. An example would be when we're dumping a tank. Even though we cordon off the area, you have to make sure no one is in harm's way or in the path of the fluids being dumped."*

— Sanitor Dan Kingery



## Complaint rate tumbles as quality rises

Employees are producing higher quality products based on their complaint rate and audit performance.

The target is no more than 16.6 complaints per million units sold, and through Period 10, the plant was at 14.7.

Employees also scored a 92 on their SQF audit and their acceptable environmental swab rate was 99.97 through Period 10, above their 98.5 goal.

"Keep up the good work," said Quality Team Lead Sarah Throckmorton.

She believes the solid numbers indicate production associates, sanitors and technicians have been vigilant in maintaining good manufacturing practices, documenting their activities and ensuring checklists are complete.

Throckmorton notes the goal is to be audit-ready every day and encourages employees to proactively report any less-than-optimal conditions, which includes filling out F-tags for equipment in need of repair.

### Reddi-Wip

More Reddi-Wip customers are happy.

"Consumer complaints are down," said Quality Team Lead Adrienne Shoemaker. "We're getting stronger and more effective in terms of sanitation."

Changes to sampling are making a difference. She notes that Reddi-Wip has increased internal sampling sizes, so employees have enhanced ability to catch potential issues. Shoemaker adds that weight check frequency has been increased as well. This, along with enhanced filler criteria, is helping the team have better product control. Similar practices have been applied to the gassers, which have reduced complaints related to product texture, consistency and dispensing.

"We are continuing to work with the team to drive ownership," said Shoemaker, who noted they're collectively seeking for the best ways to clean difficult to reach places on equipment.



# Engagement Team brings plant together

From lighthearted to big-hearted events, the Engagement Team works to build an esprit de corps or "group spirit" among employees.

Learning and giving together in fun ways have been and will be part of engagement initiatives.

Simple gestures, such as St. Patrick's Day's All About That Green cupcakes and costumes, are an exciting way to bring the team together, said CSD Pillar Lead Jermell Williams.

"Cupcakes are always fun," he said. "It's a great way to lighten the atmosphere."

Besides being green together, employees learned through a college basketball tournament-themed contest in which participants predicted Key Performance Indicators (KPI) results. Open to all hourly employees, participants studied various KPI and guessed which would perform furthest above goal by the end of the fiscal year in a series of head-to-head matchups. Williams explained that it

**Also on the way thanks to the engagement team:** visits from food trucks. There will be a new truck every Wednesday in May, allowing employees a chance to spice up their lunch with something different.

was an enjoyable way for employees to learn more about KPI and how their performance affects them.

In addition to Williams, the Engagement Team includes AMD Pillar Lead Becca Conner, Production Associate Cherelle Cousin, Sanitors Buffy Crutchfield and Kyle McGuire, and Production Associate Paula Sharp. Together, they're charged with helping ensure the plant remains more than a place where world-class products are made but also a community.

"We spend a lot of time with our co-workers, so we need to invest in each other and cultivate relationships," Williams said. "The Engagement Team members genuinely care about the plant and the people in it. They're very giving of their time and energy because they believe it's the right thing to do."

The right thing to do also involves giving back. That's why employees participated in the Million Meal



From left, AMD Pillar Lead Becca Conner, Production Associates Amanda Cousin and Francine Elliott participate in All About That Green

Movement meal-packing event April 14. The humanitarian hunger relief organization uses the process of packing meals to encourage volunteerism. Since the organization was founded in 2007, it has distributed more than 25 million meals around the world. Volunteers worked together in an assembly line to fill bags with high-quality white rice, vitamin-fortified crushed soy and a blend of six dehydrated vegetables. Williams believes the event promoted team building while also making a difference.



Indy Bakery and Reddi-Wip Plant employees volunteer.

## Thank you employees!

Million Meal Movement by the numbers:

- A total of 75 volunteers from Indy Bakery and Reddi-Wip Plant
- The team packed 2 ½ pallets, including 90 boxes for a total of 3,240 bags in two hours
- Those bags will include 19,440 meals that will feed families in need

## Brouwer new HR manager

The plant welcomes new Human Resources Manager Carla Brouwer, who has more than 15 years experience in human resources.

"I really do love the work I do," she said. "There are many aspects I enjoy, including problem-solving and helping others attain success. Every day offers a different challenge and opportunity to build trusting relationships."

As she begins a leadership role at the plant, Brouwer looks to drive culture, which includes instilling CPS values, chief among them an ownership attitude from all employees.

"I want to make sure people are treated fairly and with respect," she said. "I do my job with integrity, and I am here for the same reason everyone else is, to make this plant a success and take care of my family."

She believes some of her own primary values, including teamwork and a respectful work environment, are already part of Conagra's culture.

"I see myself as a coach who has joined a talented group of professionals and can help others," Brouwer said. "I look forward to getting to know the team and learning more about the plant."

Brouwer is already familiar with Conagra products and said she's proud to now be a part of the team that produces them.

## Away from work:

Brouwer, an Indianapolis native, has two children, Brooke, 5, and Morgan, 15. They are becoming a bilingual family by learning sign language. She and Morgan also do volunteer work that benefits individuals with disabilities. Brouwer said that she values moving back to Indianapolis from Alabama because it allows her to be close to family.



# Downtime fruitful for plant

Numerous enhancements were recently made at the plant, including projects that boosted safety and emergency preparedness, and plant leaders suggest the March 22 to April 2 downtime made it all possible.

Projects included replacement of the Distribution Center's ammonia piping and condensers.

"It was an essential part of ConAgra's commitment to Process Safety Management for its employees and the community," said Facilities Team Lead Ben Evans.

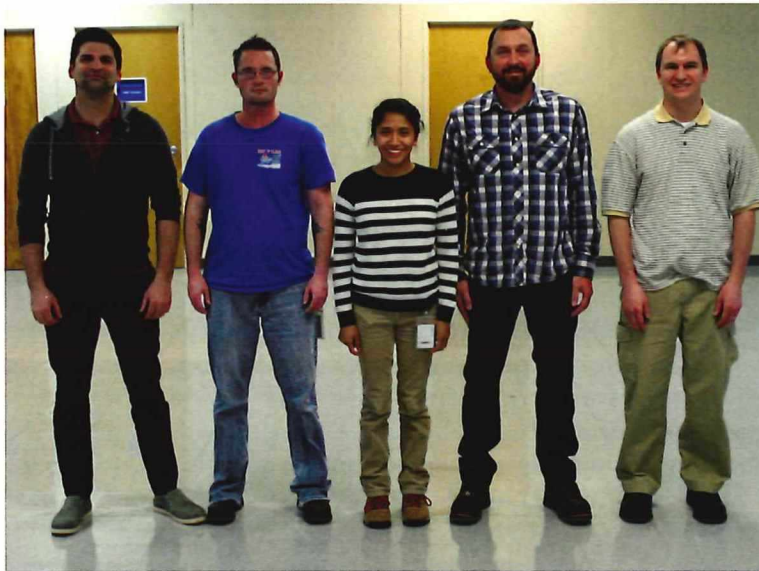
In addition to enhancing employee and community safety, the project also will have a positive affect on efficiency and infrastructure longevity.

"It's part of being a responsible corporate citizen," said Facilities Maintenance Planner Johnny Henry.

The project required that the Distribution Center be emptied. Three hundred trucks were used to haul product out of the facility.

"We did it the right way," said Engineering Manager Vince Stout.

Henry also notes that the installation of a new Table Spreads lift station will ensure that wastewater is properly pumped away. He said the



From left, Project Engineer Caleb Hadar, Maintenance Planner Johnny Henry, Project Engineer Maurytania Lagunas, Facilities Team Lead Ben Evans and Engineering Manager Vince Stout.

increased equipment reliability also can be considered an enhancement in environmental safety.

Planning for the major shutdown projects began last fall. Stout said that coordination was complex and called the work "heavily orchestrated." He credits Henry with creating an excellent plan, and Evans with doing an exceptional job leading its execution.

"The reason we were so successful is that we took time to build the plan with all parties involved," Stout said. "Ben and Johnny are detailed, organized and disciplined."

Evans, Henry and Stout praised all employees and contractors for making the event a success. Employees who worked through the downtime

include Project Engineers Caleb Hadar, Maurytania Lagunas and Chris Sutton, Project Safety Management Coordinator Rich Norris, and Facilities Group Lead Jeff Stanfield.

Lagunas worked with pneumatic airline replacements in Reddi-Wip fillers, which will reduce the time needed to hand clean equipment.

## Power feed project

Hadar lead two projects, including the 4160 power feed project.

While mainly situated in the Distribution Center, the project required that

power be shutdown to the entire plant for two days. The water also was temporarily shutoff. Suspension of electric and water service required strong communication.

"We kept everyone on the same page," he said.

The project will facilitate the efficient restoration of power in emergency situations, according to Hadar, as it will drastically shorten the time necessary to hook up generators.

Hadar also lead the effort to install a disconnect rely that shuts off oil pumps in emergency situations, which will enhance plant safety.

"It was a very successful downtime," he said, noting there were no safety incidents.

## Bowman awarded Golden Ticket

Line Technician Andrew Bowman recently was awarded a Golden Ticket.

Nominated by Cell Lead Mike Grimm for exhibiting leadership and mentoring newer employees, Bowman believes it's incumbent upon him to play a positive role in

helping others develop.

While he has seven years experience at Indianapolis, Bowman began his Conagra career in Council Bluffs in 2004, where he credits numerous mentors, including his brother, fellow Line Technician Cleveland Bowman,

with giving him a solid foundation. Due to mentorship and his dedication, Bowman solidified his role as a line technician at Council Bluffs after only six months on the job and then became a lead after three years. He notes that he wasn't mechanically inclined until



# Table Spreads solution a triumph

It took the dedication of engineers, technicians and production associates and the return of a retired plant legend to solve the broken emulsions conundrum that's been puzzling Table Spreads.

As a solution was sought, Model Line 33 underwent many adjustments, including the installation of triplex flow meters that monitor and control temperatures. All the work technicians put into finding a solution will pay future dividends, according to Cell 4 Process Lead Steve Perkins, who said that Table Spreads will emerge stronger.

But a solution required Perkins' keen observation skills as he noticed a strange residue as oil drained from the tank. It looked like water to the process lead, but the test results were negative, which left employees feeling stumped again.

Perkins then called on Jim Page, who worked more than four decades on the job and has 30 years of experience in Research and Development, to lend his expertise.

"Jim is a good friend and mentor," Perkins said. "Even after retirement, the plant is close to his heart."

It was in Page's presence that the aha moment occurred. The retiree found precrystallizations in the palm kernel oil due to storage temperatures. The precrystallization caused the oil to blend improperly, which led to broken emulsions.

Each oil used in table spreads has a different melting



The Blue Bonnet broken emulsion issue has been resolved.

point. After testing, it was found that palm kernel oil has to be kept at least 135 degrees.

Perkins informed Corporate Procurement Tammi Schulz who worked with the supplier, Bunge Oils, to ensure the product would remain at the proper temperature throughout the entire delivery process. She continues to discuss other solutions, which might include steam-heated transport.

While some broken emulsions may continue to occur, it's now unlikely that they will occur at the excessive rates that had been plaguing production. As Perkins reflects on three years of operational challenges, the pieces now fit in place. It's clear now that the broken emulsions increased in cold weather as the oil cooled and caused precrystallizations.

It was a long road, but coming out of downtime, Model Line 33 ran at 80 percent efficiency. Perkins said the journey has not been in vain. The information that was learned will help Table Spreads employees identify and respond to issues quicker. Processes also have been enhanced, and employees now have greater control over ingredient temperatures, making troubleshooting easier.

"Our process is more bulletproof," Perkins said.

He credits Maintenance Planner Ryan Neal with being key to enhancing processes. Perkins also reports that the solution has boosted morale among the team.



Lab Tester Kay Santiago ensures Blue Bonnet is ready for market.



Cell 4 Process Lead Steve Perkins discusses Table Spreads with a colleague.

his work at Conagra revealed an aptitude for working with his hands and fixing machines.

"I can remember not knowing much and having people show me the ropes, so of course I want to return the favor," he said. "My time in Council Bluffs prepared

me to take a leadership role."

Bowman likes what he's seen from the newer line technicians and admires their desire to learn. He believes it takes about three years for a technician to come into his own.



Line Technician  
Andrew  
Bowman



## Service Anniversaries

The following are employees who reached milestones since the publication of the most recent newsletter:

### 1 year

Tyler Erwin  
Kimberly Wafford  
Kenneth Jones  
Brandon Streaty  
Lashafa Bailey  
Dan Witt  
Trevor Adkison  
Jennifer Goodwin  
Darrell Mason  
Ron Trackwell  
Jazmine Bell

### 10 years

Gene Bonfer III  
Monique Washington  
Richard Green II  
Garry Swain

### 25 years

Brian Rusler  
Clayton Kierce  
Joseph Wilson

### 30 years

William Jefferson

### 40 years

Brenda Young  
David Pelfrey  
Victoria Smith

### 45 years

Richard Zabicki

## Retirements

Farewell to the following employees, who retired since the publication of the most recent newsletter:

Wallace Bewley, 43 years  
Steven Pancol, 17 years  
Larry Slone, 51 years

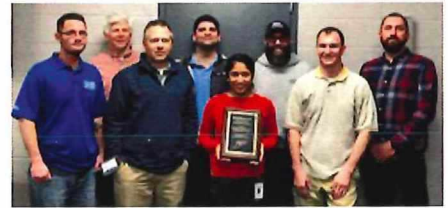
## Employee transformation leads to award

Insurer FM Global honored the plant recently.

The worldwide firm, which focuses on loss prevention engineering consultation and property insurance, selected the plant for its Excellence in Property Loss Control award. Indianapolis was just the second Conagra plant to receive all the necessary recommendations to qualify for the award.

Employees have transformed the plant throughout the last five years, completing 29 recommendations, including enhancements to sprinkler protection, dust mitigation, ignitable liquid controls and human-element programs. This led to the plant having one of the lowest risk scores among Conagra plants. The plant is now considered "highly protected" by FM Global, which has it in the top 10 percent of all sites surveyed by the insurer.

In issuing the recognition, FM Global representatives said qualifying for the award spoke volumes to the risk management culture at the plant.



From left, Maintenance Planner Johnny Henry, Project Safety Management Coordinator Rich Norris, Environmental Health and Safety Manager Jeff Reinke, Project Engineer Caleb Hadar, Project Engineer Maurytania Lagunas, Facilities Group Lead Jeff Stanfield, Engineering Manager Vince Stout and Facilities Team Lead Ben Evans celebrate receiving the award.

## AMD case packer team celebrates, focuses on future

Established in January, the AMD Case Packer Team recently completed Step 1 and scored an 88 out of 100 on its audit, which is well above passing.

Focused Improvement Pillar Lead Colleen Greer is the coach of the team, which includes Production Associates Troy Hardister, Jerome Russell and Danny Shipp, and Process Engineer Keith Vandewalle — who said he was impressed by the team's ability to quickly jell.

The team is well on its way to passing Step 2, and members credit Greer's coaching as a reason why.

"She has endless energy and positivity," Shipp said.

Hardister praised her enthusiasm.

"She has a love for what she does," he said.

Greer is equally impressed with her teammates despite the challenges AMD presents, including mastering dense material related to machine nuances.

"The team's engagement has been key in helping us succeed and move through the AMD process," she said.

After hearing their audit score, the team had a celebratory lunch and immediately continued to focus on the next step. Vandewalle believes it's good to take time to note passing Step 1, which he called a milestone on a longer journey.

The goal is to reach Step 2 by the end of the Fiscal Year



From left are Focused Improvement Pillar Lead Colleen Greer, Process Engineer Keith Vandewalle, and Production Associates Jerome Russell, Danny Shipp and Troy Hardister. Not pictured is Katrina Johnson.

and then reach Step 3 two months later. While there are 7 steps to AMD, the first phase of it includes three parts. The current focus is to complete the first phase on all A-level equipment, which will lead to a reduction in stops and increased employee ownership. Russell, who runs the case packer every day, is hopeful AMD will do exactly that.

He said he's learning a lot and is excited to be a part of the team.

"It's enhanced my skills a great deal," he said. "AMD will inspire everyone to take the same path."

Shipp agrees it will change plant culture.

"It's a necessity," he said. "We need to run as efficiently as we can and it will help us do that."

Hardister said that while he doesn't always run the case packer, there's a lot to learn, and doing so will make him a more well-rounded production associate.



# Pierce's versatility an asset

In baseball, a utility player who can fill in at different positions is a valuable asset.

Production Associate Dave Pierce knows firsthand that being versatile is a way to get on the field and help the team. He played baseball while attending Indiana University–Purdue University Indianapolis. While he favored shortstop and catcher, he could be relied on to play all over the diamond and do a great job.

"I grew up playing sports, and you do what you have to do to help the team," he said. "As a team, it's important to focus on one common goal."

It's similar to his role at the plant, where he's involved in many operational facets. After starting on third shift as a case packer operator, he's operated the Table Spreads robot, volunteered to learn Milk Room operations, mentored new hires through Continuous Skills Development (CSD), revised best practices and participated a shipper quality initiative.

In his three years at the plant, Pierce has adapted quickly to new roles and excelled at them, according to his teammates. He credits his past experiences as a wastewater chemist and student for his adaptability. Pierce's studious nature was one reason he enjoyed playing catcher. He liked the cerebral nature of the position, and having control of the game's rhythm and strategy.

Another factor in Pierce's success has been his upbringing. Along with his lauding mother, he credits his father and grandfather, both of whom served in the military, with

instilling a strong work ethic in him.

"It's part of my character," he said.

The values his family imparted — including dedication, teamwork and focus on a common goal — are those he instilled in his daughter, Erin, when he coached her to baseball and softball success as a student athlete.

"You can learn a lot from athletics that you won't learn elsewhere," he said.

Another lesson that baseball taught Pierce is that great teams get along.

"I really do enjoy the people I work with," he said.

That includes Production Associate Rhonda Russell.

"We clicked immediately," said Pierce, who praised her outgoing nature with boosting morale, energy and, ultimately, performance.

## Bad shippers

When CSD Pillar Lead Jermell Williams asked Pierce to help with flawed shippers, he agreed. Pierce

and fellow Production Associate Ray Barker have brought their ideas and observations to help address the problem.

The shippers in question are scored so they will take the proper shape as they're being filled, but they haven't been working as they should, leading to product spills, yield loss and excessive downtime due to cleanups.

Pierce has encouraged his teammates to be more active in reporting issues related to bad shippers. He credits Associate Continuous Improvement Specialist Karen Coe with enhancing the ICIX process, which is used to report issues with vendor-provided items. The information used to fill out an ICIX form is on the packing slips, but different wording and information locations once made the process confusing. Now, thanks to Coe's efforts, the ICIX form is more closely based on packing slips, making it significantly easier to fill out.

"As a team, it's important to focus on one common goal."

— Production Associate Dave Pierce



Production Associate  
Dave Pierce



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

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# Weber perfect fit for safety culture

Troy Weber is the new senior safety specialist.

He said he's excited to work for a company that puts safety at the forefront, and praised employees' initiative and drive to maintain a safe working environment.

"Conagra's culture and the food manufacturing industry are new to me, but it's exciting to bring my knowledge and perspective into the fold," Weber said.

He's been safety focused his entire career and was most recently the safety, health and environmental director for a commercial lighting company. He was once a volunteer firefighter, too.

"I don't like to see people get hurt and hold the attitude that all accidents are avoidable," Weber said. "I've always wanted to do everything to ensure that."

He's presently a rescue coordinator at Indianapolis Motor Speedway where his focus is driver safety.

"It's something I've done for 37 years, and I've seen pretty much everything," he said. "Drivers are much more proactive with safety when it comes to fellow drivers and the public."

Just as Weber is seeing greater

teamwork when it comes to racetrack safety, he notices a similar spirit at the plant. He admires the level of involvement from various work groups and positions.

"We have a great safety program," Weber said. "It's driven at every level of the organization, and everyone has a say."

His intention is to be proactive to enhance safety by analyzing leading indicators.

"We want to notice potential hazards before incidents occur," he said.

Weber has immediately been involved on several fronts, including lockout tagout procedures and related meeting topics, electrical safety, and behavioral observations related to slips, trips and falls.

He encourages employees to engage in conversations with him.

"I just want people to feel free to say 'hi' either one on one or as a group so we can discuss ways to enhance safety at the plant," Weber said. "I am here for them."

## Fast facts

- Weber and his wife, Kris, raise six children. "We're kind of like the Brady Bunch," he said.
- Weber's son, Cody, attends Vincennes University on a golf scholarship. He's mentored Cody in the sport since he was a toddler. "It's been amazing seeing him develop and enjoy the sport," he said.

"We want to notice potential hazards before incidents occur."

— Safety Specialist Troy Weber

Safety Specialist  
Troy Weber

