



# TO SPREAD THE NEWS

SECOND EDITION 2020



Employees lift production and efficiency to



## NEW HEIGHTS

*Employees work AMD on Line 23.*

With COVID-19 spurring further demand for table spreads and Reddi-wip, employees have stepped up to the challenge.

Table Spreads employees turned in one of their most productive weeks in history the week of June 8.

"I really appreciate that," Operations Manager Mike Roth said. "I know it was a lot of hard work for a lot of people to meet increased demand."

The fourth quarter of the fiscal year, which concluded in May, was one of the plant's best on record in terms of efficiency.

Reddi-wip ran at 85% efficiency in the quarter, matching the Compelling Business Need (CBN) target.

*Employees social distance during a break.*

Cell 3 ran at 80% efficiency in the quarter, 5% above the cell's average for the entire fiscal year.

"That's a huge jump," he said.

Roth called both achievements breakthroughs. Neither area had ever ran nearly as efficiently. Roth further notes how this was all done in the midst of a pandemic.

The tub line posted 68% efficiency for fiscal year 2020, a 10% increase year-over-year.

"These results require teamwork and collaboration," Roth said.

## New role for Roth

After heading Reddi-wip since December 2018, Mike Roth now serves as operations manager for both Reddi-Wip and Table Spreads.

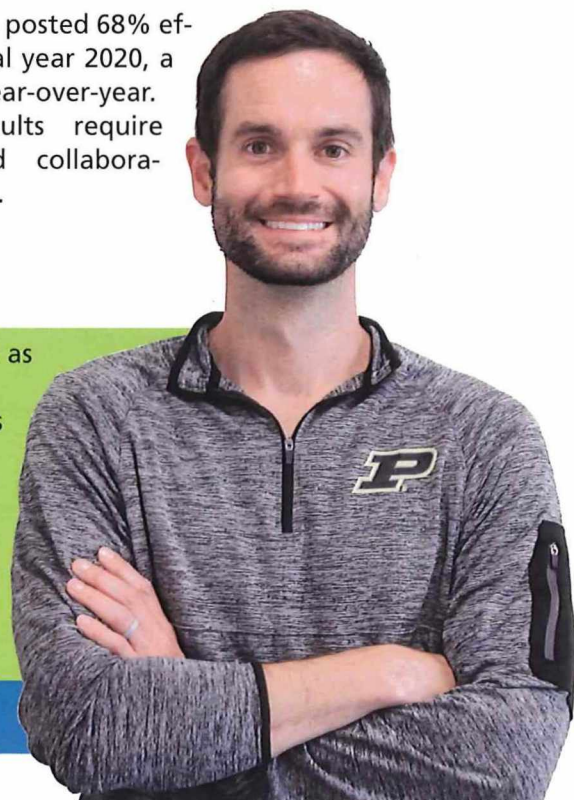
"I'm excited about the opportunity to get to know the Table Spreads team," he said.

Roth will soon work a week on third shift to focus on Table Spreads' people and processes.

He said employees' collective efforts will be key to maintaining momentum.

"We have a ton of good people with good experience, and we need to leverage that as much as we can," Roth said.

*Operations Manager Mike Roth says leadership is grateful to employees for their effort and dedication.*





# New leaders to energize safety effort

## Snodgrass 'gets stuff done'

On June 1, Terri Snodgrass became senior safety specialist.

She will address safety concerns and promote employee engagement. Snodgrass also will assist Environmental Health and Safety Manager Dia Stevenson. Both safety leaders agree that they want to jump-start the plant's safety teams and committees.

Snodgrass has worked with Conagra for seven years, with most of her tenure at the Bakery. She started as a maintenance, repair and operations buyer before becoming a planner and then a safety coordinator. Snodgrass then moved to the plant, becoming a facilities planner in 2018. Her diverse work history has helped her acquire a strong knowledge of the floor and equipment; that will aid her as she tackles her new role.

"I draw on all my experience," she said.

Snodgrass is described as mission focused and committed by colleagues.

"She gets stuff done," Stevenson said.

Snodgrass believes it's important to address issues to earn the respect of employees, whose feedback she regards as the driving force of safety enhancement.

While working in the Bakery as safety coordinator, Snodgrass would engage employees as she performed daily walk-throughs of the floor. One purpose of this activity was to solicit their safety concerns, but Snodgrass also wanted employees to become familiar with her. She believes building relationships and trust facilitates the safety process.

"I care about people," Snodgrass said.



Senior Safety Specialist Terri Snodgrass

## Stevenson focused on communication, safety culture

Environmental Health and Safety (EHS) Manager Dia Stevenson assumed the role just as the coronavirus was becoming a pandemic.

"We've had a pretty unique couple of months," she said. "Production has increased, and our teams are working extra hours to put food on America's tables — we're all grateful."

Stevenson characterizes the plant's COVID-19 response as strong, and she is heartened by the efforts of employees, who have gone above and beyond to keep the workplace safe. For example, Production Associate Danny Kingery has stepped up to replenish sanitation products, including hand sanitizer.

With a decade of experience in operations and environmental health and safety, Stevenson expresses excitement about the opportunity to re-energize the plant's safety effort.

"I love manufacturing and operations, and I believe I can implement a strong safety culture," she said. "Safety is the foundation of what we do — we want everyone to go home safely."

Stevenson is convinced that the key to building strong culture

is the golden rule of treating others as one wants to be treated.

"If someone comes to you with an issue, you work until you find a solution," she said.

Stevenson works with Senior Safety Specialist Terri Snodgrass to help reestablish cross-functional teams dedicated to developing best practices and enhancing safety performance. The Green Team also is being looked at for a refresh, as numerous teams had their progress halted by COVID-19.

Stevenson has been impressed with employees' dedication to continuous improvement and senses they are ready for change when it comes to safety.

She cites WINS, which outlines Conagra's safety values, as an important touchstone. Stevenson said employees have taken the message to heart and taken ownership of their areas. Sanitation Associate Malaika Slater serves as an exemplary employee who is putting the "S" in WINS — Safety is everyone's responsibility — into action. She took ownership of the lockout tagout program as the plant transitioned between EHS managers and "didn't miss a beat," Stevenson said.

The lockout tagout program is being transitioned to the Brady system, which uses barcodes and tablet cameras to ensure proper procedure.

A new ergonomics program also is being initiated. It will involve visits from consultants who will observe employees at work, make recommendations and help develop and refine best practices to eliminate or reduce repetitive stresses.



Environmental, Health and Safety Manager Dia Stevenson





# Line 23 begins AMD Step 1

From left, Quality Team Lead Colin Guntle, Equipment Owners Dorothy Hill and Amanda Cousin, Line Technician Gary Taylor and Financial Analyst Kathy Junk

After being temporarily stalled by COVID-19, Autonomous Manufacturing Development (AMD) implementation is resuming on Line 23.

The line's AMD team members express readiness to delve into Step 1 after completing Step Zero.

The line produces Parkay Spray and includes a filler, capper, bottle diverter and case packer. The capper chute, which accounts for the majority of stops on the line, will be an area of focus.

Step 1 requires returning the equipment to base condition. Equipment Owner Amanda Cousin, who marks her first time on an AMD team, said

she's excited for this step after having to cease AMD work in March.

"I want to see how far we can get," she said.

Cousin admires what other AMD teams were able to accomplish. For example, Line 30 saw significant benefit from implementing AMD and now consistently posts efficiency rates in the 90s. Equipment Owner Dorothy Hill, who is on the Line 23 team, was part of the AMD implementation process on Line 30.

"We are passionate and are going to get it as good as Line 30," Cousin said.

Quality Team Lead Colin Guntle is leading Line 23's AMD team, which



also includes Line Technician Gary Taylor and Financial Analyst Kathy Junk.

"We all jibe really well and will bring different skill sets," Guntle said.

Hill said the plan is to reapply work on Line 23 to Line 22, which is similar.

## AMD back on track

Sixteen of 33 Autonomous Manufacturing Development (AMD) teams have completed Step 3.

And Continuous Improvement Manager Jermell Williams notes by reapplying skills that already have been mastered, getting the remaining teams to Step 3 should take considerably less time.

"A lot of improvements already have been realized," he said. "We just have to reapply a lot of what

we've learned."

COVID-19 posed delays for AMD teams and broke their momentum. Gasser Team 1 and Line 18 were among the first teams to return to AMD work in May.

As teams resume activity, members have had to learn new ways to operate that allow for social distancing. Instead of meeting at round tables, AMD teammates now use appropriately spaced desks. On the floor, employees handle

individual tasks that keep them apart.

Williams said employees have dealt with the delays in stride, because they realize it was beyond anyone's control. He adds teams are beginning to hit their stride again after adapting to changes. Williams also notes AMD progress still sits ahead of targets established by leadership.

"We will be just as productive," he said. "We just have to stay safe and work together."



# Peden committed to quality

After eight years on the job, Quality Control Technician II John Peden is still striving to improve.

"My mission is to learn something new every week that will contribute to my growth and the company's growth," he said. "I want to protect product consistency and quality, so consumers can trust and enjoy it."

Peden tests incoming and mixed oil and swabs lines to ensure they are ready to run. He notes when quality is in your job title, you tend to work with a variety of departments. Peden said it's been satisfying to build trust with co-workers throughout the facility and be relied upon to help solve problems and overcome challenges.

"I am happy people from different departments can come to me and either get an answer or know I'll find the answer," he said. "Over time, you learn how to solve a problem."

Peden started at the plant after getting married. Starting a family helped him appreciate the challenges of balancing work and life that his co-workers navigate.

While you won't find his name on any of the plant's product labels, Peden behaves as if it's there, working deliberately to ensure quality and safety. He's also fascinated by the logistics required to feed the masses.

"I'm proud there are millions of people who enjoy what I help produce," he said.

He's also proud when his son, Victor, 3, recognizes Parkay, Blue Bonnet and Reddi-wip while they shop for groceries.

"I enjoy seeing the product move off the shelf," he said. "Sometimes I'll let a consumer know — 'Hey, we make that down the street.'"



Quality Control Technician II John Peden

## Nwagu driving culture through CSD

Continuous Skills Development Pillar Lead Chidiobi Nwagu treasures traveling.

"It gave me the opportunity to see the world," he said. "It was huge for me — there's a big world out there with different communities and culture, different ways of life."

Nwagu's familial roots are in Nigeria, but he regards anywhere he has loved ones as home. Detroit is where he lived his formative years; as he developed a passion for football and basketball, he came to adopt the city's teams as his own. As he settles in at the plant, he said Indiana now is becoming his home.

Before joining Indianapolis,

Nwagu worked for a Fortune 500 diesel engine producer. Conagra's people and culture suit him.

"I like the team structure," he said. "I love that we are continuous improvement conscious and strive for that. You have flexibility here and the right people around to support you."

In leading CSD, Nwagu will be charged with leading training, including developing training material, and validating that team members are meeting or exceeding standards. That includes developing training material.

He looks to drive a culture of positive change as processes evolve.

Nwagu believes the pillar is progressing well on its Conagra Performance System journey.

"We've made tremendous headway and done a lot of tremendous work," he said.

As the plant becomes his vocational home, Nwagu appreciates his teammates.

"Our people really care and want to have a voice," he said.



Continuous Skills Development Pillar Lead Chidiobi Nwagu

## Duffy passionate about refining processes

Manufacturing Development Associate Taylor Duffy studied both industrial engineering and psychology at Purdue University.

While the two disciplines may seem unrelated, she finds that understanding humans is crucial to engineering processes that work for them.

Duffy appreciates how her current role allows her to have hands-on experience and see the results of her work. She describes her dream title as "human factors consultant," which would involve performing research, testing, analysis and assessments within the context of human behavior and ergonomics to find solutions and enhancements, including a safer work environment. Ultimately, she derives meaning from what she does

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# Jean-Baptiste driven by innovation

Process Engineer Karlo Jean-Baptiste knew Conagra Brands was a good fit for him after a 2018 internship in Tennessee.

"My experience there was great," he said. "I was able to learn a lot."



Process Engineer Karlo Jean-Baptiste

Later, in Omaha, he was able to present a project to leadership with his fellow interns. Surrounded by colleagues with ideas to drive continuous improvement and reduce costs, he realized the environment was a solid match for him to make good use of his industrial engineering degree from Purdue University.

Jean-Baptiste's project involved reducing the time it takes to create an appropriate starting centerline.

"I love that my production manager let me work on the project," he said.

Jean-Baptiste, who's from Haiti and speaks French, also appreciates Conagra's diversity. He believes it's conducive to a company's growth.

He adds how he's excited about his personal growth by starting his career at Conagra. He said he's come to realize industrial engineering is more than machines — it's people, and he's focused on maximizing human capital.

Jean-Baptiste was able to work on two projects immediately. One involved pre-flight optimization and the other was making more efficient use of steam — specifically, ensuring the steam system only runs when needed.

Away from work, Jean-Baptiste enjoys playing the piano and basketball.

## Saling: Operators 'have pulse' of the floor

Cell 2 Cell Lead Andrew Saling possesses a clear, continuous improvement goal.

"We want to keep the gains we make on a daily basis," he said, noting how he's excited to work with equipment owners to troubleshoot.

Saling has been mentored by former Cell 1 Lead Grant Elsbury and current Cell 1 Lead Keith Vandewalle, both of whom have worked in his present role and have a lot to teach him. He's also impressed with equipment owners.

"The operators have the pulse and are a valuable resource for troubleshooting," Saling said.

He developed his skill set while working for a specialty chemical manufacturer. His work gave him exposure to a variety of

equipment, including some that function similarly to that used to make Reddi-wip.

Saling said he'll enjoy telling people he helps make Reddi-wip instead of herbicides.

He also worked for an agricultural processing company that produced ethanol and led a capital expansion project for it. Saling was tasked with addressing issues on daily basis and said his role with Conagra will allow him to focus more on the big picture.

"We're all working diligently toward a common goal," he said.

Away from work, Saling enjoys the outdoors, including hiking, kayaking and camping with his wife, Kirsten. The couple have two rescue dogs they enjoy training.



Cell 2 Cell Lead Andrew Saling



# New piping to bolster infrastructure

A preventive maintenance project seeks to strengthen the plant's infrastructure.

Ammonia piping and evaporators are being replaced, which will secure the plant from leaks and ensure items in the dry goods warehouse are kept at the appropriate humidity and temperature.

The project started in November and should be completed soon.

With the pipes being hard to access, it made replacement challenging. This serves as a reason planners elected to

replace evaporators in addition to piping.

While two of four evaporators have been installed, they have yet to be put into use. A cutover slated for late July from the existing three evaporators will happen in phases. While one evaporator yet to be installed will go in a new location, the other will go in a location presently occupied by an old and still functioning evaporator. This will require demolition.

In total, more than 1,000 feet of new pipe will be installed during this project.



Project Leader Jay Bhima says the piping is a 30-year asset.

## Lindner appreciates internship

Summer Intern Andrew Lindner is in the middle of important projects.

While he looks forward to returning to Iowa State University this fall and completing his mechanical engineering degree, he

realizes he's being afforded the opportunity to gain crucial hands-on experience — especially during the COVID-19 pandemic.

"I'm grateful

Conagra continued with the internship," Lindner said. "Everyone has been really accepting, vibrant and encouraged new ideas. I know I can go to my supervisors and provide real value and real results."

Food always has been an interest of Lindner's, but the industry appeals to him because of the variety it can offer. He's also driven to work in an environment where he can test and implement solutions.

Lindner is working on the Reddi-wip capabilities study; the aim is to determine if filler heads are functioning as expected now that fill volume automation has been implemented. He pulls all varieties of Reddi-wip from the filler head and

weighs them. That data is used to determine how efficient the process really is. Early results have Lindner optimistic about the performance.

"It's really cool to see the speed at which Reddi-wip can be made and how efficient the machines are," he said.

Lindner is particularly excited to be working on case packer planned maintenances, which will allow him to hypothesize ideal maintenance plans and test them for effectiveness.

Away from work, Lindner enjoys the outdoors, including snowmobile riding and skiing with friends and family.



Summer Intern Andrew Lindner

## Duffy passionate about refining processes

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based on how much she can help others.

"I am interested in how people interact with the process," she said. "I like solving problems, knowing why issues happen and how to prevent them, then designing a system based on how it's being used."

Duffy was impressed with the warm welcome she received from her new teammates.

"It's clear everyone knows their role and appreciates the structure," she said. "I'm really excited to be around people who are so motivated in an environment where we can help one another reach our full potential as we work toward a common goal."

Duffy played trumpet for the Purdue University Marching Band and was an Institute of Industrial and Systems Engineers member.

*Manufacturing Development Associate Taylor Duffy*





# 'Professional people person' excited to take on new role

Manufacturing Development Associate Haley Adams

Haley Adams' wish came true.

"I'm making good food for good people with good people," she said.

After completing her internship last August, Adams hoped it wouldn't be her last time at the plant. Now she's joined the team as a manufacturing development associate.

"I'm back doing something that matters to me with a supportive team," Adams said. "I consider it my home already. It's exciting to see how people I care about have grown since I left."

She will work on Lines 19, 22, 23 and 28 — the "miscellaneous lines," as she calls them because they are neither stick nor tub. Adams will ensure Daily Management Systems, including centerlines and CILs, are tracked. She looks to observe performance and develop best practices to refine DMS.

While on the cusp of completing her internship, she'd already accomplished something important.

"Every time I put my hard hat on, it's like living my dream," she said. "People ask me why I always have a smile on my face, and I tell them it's because I am doing what I always wanted to do. I love going into the grocery store and seeing our products on the shelf."

Working in food manufacturing has long been Adams' dream. As a child, she watched "Unwrapped" — a cable television program that showed how food products were made. She knew immediately she wanted to be a part of that world.

In school, her math and science skills blossomed in eighth grade and she began to study engineering. When she graduated from Purdue University with a degree in biological and

food processing engineering, she wore the message "that's a wrap" on her mortarboard in the "Unwrapped" logo's font. Purdue already had shut down due to COVID-19, so she had a personal ceremony in her parents' home in Michigan. Her brother, soon set to graduate from high school, wore his cap and gown and handed his big sister her diploma. Adams looks forward to being on hand for his upcoming parking lot graduation.

While Adams is working in the right industry, she's also sure she's working in the right facility for the right company.

"I really love the team atmosphere here," she said. "There's a lot of pride and collaboration in what we do. We don't have a silo culture. I can wander across the facility and ask anyone a question, and they will answer."

Adams considers herself a "professional people person" despite being an introvert in her personal life. She credits her co-workers at the plant with bringing out her social side.

"I like being around people," she said. "I am invigorated by it."

The products made at the plant also appeal to Adams. She has fond memories of enjoying Blue Bonnet on her Sunday morning pancakes and Reddi-wip on Christmas pies. Her grandmother was excited to learn about her internship, as she uses many products made at the plant.

"These products are so integral to people's lives," she said. "To be someone who helps make these products is to be a part of so many special moments."

Away from work, Adams enjoys Purdue sports and cooking. She prefers shopping daily, which helps inspire her meal choice. Originally from the New Jersey area, Adams said the pace of the Midwest suits her and she's excited to live in the area.

46 years of service

Danny Ball  
Martin Ewing

45 years of service

Robert Slayback

41 years of service

David Pelfrey

26 years of service

Tim Criswell  
Larry Williams

25 years of service

Marvin Pegues

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Service  
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52 years

Larry E Graves

47 years

Harold Edward Pauley Jr

46 years

Raymond B Hotseller

30 years

Adrian Clarke

20 years

Arnold Laroy Phillips

Don M Oliver

Lloyd R Taylor

Michael D Birdwell

Tonya Joi Brown Thruston

Tamara Lynn Thomas

Jeffrey K Stanfield

Kathleen L Junk

Brian T Lanham

15 years

Katrina D Brown

10 years

Vance Blazier

George Darty Jr

Thomas A Jarred

5 years

Andro Gonzalez Gonzalez

Adam Carl Young

Stephanie A Thomas

Cung Bik Lian

Rhonda Marie Russell

J-Smooth Reginald Poole

David Lee Pierce

Danny Lee Shipp

Dennis Roy Thomas Jr

Keith A McLaurin

1 year

Alesio Laren

Terri A Williams

Will Pena

Alexander Bailey

David Nathan Brunner

Jay Bhima

Emily Wong

Karlo Jean-Baptiste



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](mailto: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, Vince Stout.

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# Funding OK'd for project design



*The proposed location of the new tanks*

By adding new tanks that will give the plant oil-blending capability, Table Spreads is expected to boost its versatility and efficiency.

Presently, suppliers mix blends of palm and soy oil used to produce table spreads at the plant.

When this project is completed, unmixed palm and soy oil could be stored — and subsequently mixed — on-site. The plant would no longer be dependent on external suppliers, giving it the freedom to make custom blends on demand. This could help the plant capitalize on business opportunities and aid growth.

After receiving funding approval for detailed engineering, the project recently kicked off its design phase

for the containment area and tank specifications. Design also includes 3D pipe routing drawings and initial programming layout.

Employees can expect to be asked questions and offer feedback that will aid the design process.

The current plan calls for four tanks, each with a capacity of a quarter-million pounds. They would be placed on the west side of the truck entrance. The tanks will require water and steam pipe connections, from the utility room, to keep the oil in a useable liquid state.

Once a design is complete — possibly this fall — a bidding process will begin. Ground could be broken as early as February 2021.