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PACESETTERS in **MANUFACTURING** **PERFORMANCE**

Up Close with the

2014

IW Best Plants
Winners



 **General Cable**
Marion, Indiana
Plant Wins!



PACESETTERS in MANUFACTURING PERFORMANCE

The high-achieving **2014 INDUSTRYWEEK Best Plants winners** aim for excellence today and recognize that tomorrow is an opportunity to perform even better.

By Jill Jusko

It's an anniversary year for the INDUSTRYWEEK Best Plants competition, our annual salute to manufacturing excellence.

Begun in 1990 as a way to recognize the great manufacturing efforts that occur across North America, the IW Best Plants program for 24 years has been honored to share the stories of great teams and inspirational leaders working together to deliver performance excellence.

The honor remains ours, and North American manufacturing excellence continues to deserve accolades. So, without further ado, INDUSTRYWEEK is pleased to present the 2014 INDUSTRYWEEK Best Plants winners. They represent our 25th consecutive—and Silver Anniversary—class of IW Best Plants honorees.

Read their stories in the following pages and online. They tell the tales of manufacturing plants both large and small, producing products from aircraft parts and rail technologies to medical devices, forklift trucks, industrial cables, and foodservice and plumbing equipment.

Their operational challenges may vary but their means to meet those challenges show similarities: Leadership and associates work together; they try and sometimes fail; they encourage and value the opinion of every workforce member—and they don't rest on today's performance.

Most importantly, they achieve outstanding performances. Be inspired by their efforts. Use them to inspire excellence within your operations.

Congratulations to the 2014 INDUSTRYWEEK Best Plants winners.

2014 IW BEST PLANTS WINNERS

Boston Scientific Maple Grove
Maple Grove, Minn.

Cessna Mexico
Chihuahua, Chihuahua, Mexico

General Cable Corp.
Marion Plant
Marion, Ind.

**L.B. Foster Rail
Technologies Corp.**
Vancouver, British Columbia, Canada

The Raymond Corp.
Greene, N.Y.

T&S Brass and Bronze Works
Travelers Rest, S.C.

INDUSTRYWEEK ONLINE

Visit the IW Best Plants Resource Library at www.iw.com/resources/best-plants for additional best practices shared by IW Best Plants winners present and past.

General Cable Corp. Marion Plant

Hard-Wired for Safety

Eleven years ago, the General Cable plant was on the brink of closure. Today, it is a diversified and growing plant, recognized for safety excellence.

By Ginger Christ



In 2004, employees of the General Cable plant in Marion, Ind., met in a meeting room.

There would be a cost competitiveness feasibility study, they were told, to see if the plant would continue to operate. The future of the plant, of their livelihoods, was uncertain.

“This plant was at a crossroads,” says Lee Sneed, plant manager.

Yet today, more than 150 production employees file through the doors of the 860,000-square-foot Marion plant, a testament to the hard battle fought there over the past decade.

“It feels good from a plant perspective that we’re winning and the employees are winning,” Sneed says.

The plant, which had been hit by the dot-com bust and its effect on construction markets, was downsized and focused only on making products for the mining industry. The change, and the smaller workforce, encouraged collaboration and a focus on the operator Marion had never seen before.

“Marion’s progress during the darkest time established an environment for positive growth as the years progressed,” according to its *INDUSTRYWEEK* Best Plants application.

The plant that General Cable decided to take a chance

on 11 years ago now manufactures products for renewable energy, oil and gas, and commercial building markets, adding three new product lines in the last four years.

It has diversified, focused on continuous improvement and championed lean. And it has made safety its top priority.

“I believe that if you show me a plant with good safety performance, you’ll also see that performance in every other thing that plant does,” Sneed says.

The plant in 2010 created a central safety committee and then introduced consequence thinking, which really was its turning point, says David Mooney, EH&S Manager.

“Do the right thing, have the courage to care for each other and do it one day at a time, and the numbers will take care of themselves,”

Mooney says.

Through one-on-one meetings, small group huddles and complete transparency, the committee and plant leadership were able to start gradually creating a culture in which safety was unquestionably No. 1. They gave workers smoke detectors and weather radios, and pushed the idea that safety should be a driving force in all areas of life—not just at the plant.

“We’ve really been working to change a culture,” Sneed says. “We realized that a cultural shift was needed to ensure the long-term viability of

the company. You have to earn the right to operate.”

When he assumed leadership of the plant in 2013, Sneed made it his mission to transform what had become a solid plant, a good plant, into a great one. One of his first meetings with the employees was called just that: “good to great.”

At that point, the plant’s leadership model changed from a directive one to a collaborative one, a shift that improved morale, increased employee participation and strengthened leadership’s relationship with the union.

And, on the safety side, that meant moving from tracking injuries to tracking near misses—a statistic that is now used throughout the General Cable footprint.

General Cable Corp. -- Marion Plant

Marion, Ind.

Employees: 189, union

Total square footage: 860,000 square feet

Primary Products: Industrial and specialty cables

Start-up: 1910

Achievements: 65% water usage reduction in three years; elimination of all knives in three years; 2013 General Cable CEO Award for Safety Excellence



We're Wired for Manufacturing Excellence



Energy

General Cable is a global leader in the development, design, manufacture, marketing and distribution of aluminum, copper and fiber optic wire and cable products. With revenues approaching \$6 billion and more than 13,000 associates worldwide, the company serves customers through a network of 38 manufacturing facilities in its core markets with sales representation and distribution worldwide.

Construction



Since 2001, General Cable has had 14 of its 20 North American plants selected as finalists in the Best Plants competition. To date, 11 of those manufacturing facilities have gone on to achieve the title of one of the Top 10 Best Plants in North America – one of them twice.



Industrial

- Altoona, Pennsylvania, United States – 2003 & 2009
- Moose Jaw, Saskatchewan, Canada – 2005
- Tetla, Tlaxcala, Mexico – 2006
- Indianapolis, Indiana, United States – 2007
- Manchester, New Hampshire, United States – 2008
- Piedras Negras, Coahuila, Mexico – 2009
- Franklin, Massachusetts, United States – 2010
- Lawrenceburg, Kentucky, United States – 2011
- Lincoln, Rhode Island, United States – 2011
- Jackson, Tennessee, United States – 2013
- Marion, Indiana, United States – 2014

Specialty



Congratulations to General Cable's Marion, Indiana manufacturing facility – proud winner of the 2014 INDUSTRYWEEK'S Best Plants award.



Communications

