

# #SOURCE

Giving Recognition For Service To Our Customers, Our Employees, And Our Community



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## Waddell using gravity-fed sprayer to provide custom colors in-house

**Zack Newland** holds the sprayer that is making it possible for Waddell to offer custom colors. The new sprayer will mean faster turnaround and better quality control. For now, Waddell is getting stains from a supplier and mixing them with a base color. "If demand is sufficient, we may stock our own stains in the future," said **Patrick Althouse**.



## Building better BOMs (bills of materials)

As of January 1, 2020, GMi is using an automated BOM process. "This is a great time saver," explained **Randy Baughman**. "Now, instead of having to input all the materials for each unit every time, we only need to enter the color, types of boards, and type of unit to get all the materials we need on the floor." Randy estimates the new process will save thousands of hours per year.



*Randy Baughman, Richard Nolde and Renee Butler were on the BOM team. Here they celebrate their success at the GMi 2019 holiday party.*

The change was made possible by Randy, **David Potter, Richard Nolde, Renee Butler, Wayne Padgett, Michael Sellers,** and **Christina Cavallo**, who all worked hard to integrate the automation into the Navision (NAV) system in just two months.

Because customers are requesting more and more product customization, the number of different BOMs was getting into the thousands, requiring a huge amount of time to input manually.

Ghent prototyped the automated BOM with Stroll (glass and fabric colors) and Waddell started using it with Define. After spending several hours on the upfront template for Stroll, the system created 12,000-13,000 BOMs in 45 minutes, Michael noted. "We hope to use it retroactively for all products, and input all the data needed for each new product before the first unit is built," Randy said.

## Marketing department goes back to school

**Susan Claus, Katie Elking** and **Zoe Papadis** attended three four-hour sessions at Sinclair Community College in October to learn Adobe Suite programs. "With recent changes in Marketing, we didn't have the skills to make quick changes to images, sell sheets and creative environments," said Susan. "Now we do!"



## Shipping scanner saving time, improving accuracy

A new scanning system, with automated production order posting and shipping document printing, has reduced labor in Ghent's Production and Shipping departments.

"In the past, when Production built a unit, someone would have to leave the table and go to a computer to record the fact that the item was complete," explained **Rich Nolde**. "To save time, people would wait for several products to be finished to go to the computer, which led to errors. **Jay Kuhn** wanted to find a way to avoid that extra work and improve accuracy, but didn't want to dump the task on Shipping."

Now, as products come down the shipping conveyor belt, they pass in front of a bar code scanner, which records that the item has been produced.

"At night, Shipping employees used to have to print off all the packing slips and Bills of Lading for the next day," Rich added. "There could be 200 of each document, and once a product was complete, employees had to dig through the pile to find the paperwork for it."

"Now, when a box comes down the conveyor, the scanning system automatically posts the production order and prints the shipping docs. An employee watching a camera screen makes sure each bar code is read, and scans the product with a hand scanner if it wasn't.

"We had two large bins where we would store all the bills that were due over the next 2-3 day period," said **Greg Swartz**. "After day one of the new scanning process we trashed the bins and now have one location for orders that haven't been produced. We knew this would save time by processing bills as the boards came down the line, but not having to sort through preprinted paperwork was the unknown savings that has allowed us to focus on other projects such as our posting errors, 6S and labor sharing."



*Robert Kennedy demonstrates the new shipping line scanner, which is saving time and improving accuracy in Production and Shipping. Rich Nolde, Greg Swartz, Chris Goodwin and Jay Kuhn were all involved in bringing the idea to life.*

## New way to handle laminate helps efficiency and tracking

In the Waddell Mill Room, there used to be a big, bulky, awkward-to-move, hard-to-pull-sheets-from cart where laminate was stored.

Happily, as of early November, 2019, the cart is no more.

"As part of a fall organizational effort, we decided to start ordering laminate as needed from Building 8," explained **Rusty Root**. "That has helped with tracking, and there are no longer pieces of laminate laying around. Now laminate goes directly upstairs where it is used on Quantum cases." Getting rid of the cart also freed up a space in front of the overhead door to stage materials being transferred to and from Building 8.



*Mike Kirsch, Rusty Root and Rick Fletcher by the wall newly insulated with wood repurposed from the former laminate cart.*

The cart wasn't being used much for its intended purpose anyway. "It had become a catch-all," said Rusty, "so **Frank Knedler, Rick Fletcher, Mike Kirsch** and I took a vote and decided to take it apart."

### Wood repurposed to insulate walls

But the cart did not go into the landfill. "We repurposed the wood," noted Rusty. "A lot of it was hard paperboard, so we hung pieces on an

outside wall to add insulation. It was Frank's idea, and he hung the boards between jobs. It is always cold near that wall, so it was a win-win." The Mill Room used additional materials from the cart for glass order boxes.

## Healthcare Design conference VII best yet for GMi

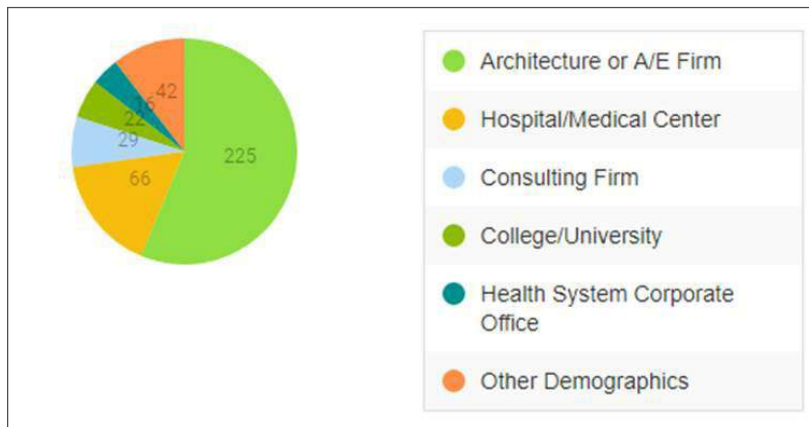
In early November, **Chris Zimmer, Steve Caruso, Brad Pierce, Scott Bowers, David Potter** and **Susan Claus** attended the annual Healthcare Design Conference in Nashville. GMi has attended for six years, and according to Susan, 2019 was the best yet in terms of conversations, booth traffic and quality of scans:

- 423 people stopped by our booth – up 4% from 2018, which was a banner year.
- 72% who visited our booth were new to VividBoard.
- Our boards were not only featured in our booth, but dealer Arch Design featured us in their booth!
- Notable organizations visited, including:
  - CannonDesign, a large nationwide healthcare design firm often quoted in *Healthcare Design* magazine
  - HDR and HOK
  - Lee Health, which featured us in a presentation a few years ago and placed three POs totaling \$30K after the conference
  - OfficeScapes, Perkins + Will, Pivot Interiors, Stantec and Price Modern
  - Stanford, with whom Chris is working on a 360+ board opportunity



*The team attending the Healthcare Design Conference included, front, Susan Claus and Brad Pierce, and back, Steve Caruso, David Potter, Scott Bowers, Kevin Johnson and Chris Zimmer.*

“Nearly everyone who attended our booth, regardless of role or organization, had projects in the works,” said Steve. “Opportunity was everywhere. We were told over and over that nurses and staff do not like or want digital signage. It takes away from the personal patient care.”



*Breakdown of types of organization visiting the GMi booth at the Healthcare Design Conference.*

### Ideal location, logo everywhere, white paper in attendee bags

From a booth marketing perspective, everything went well, according to Susan. “Our booth was in an ideal corner location, which drove organic traffic,” she reported. “As a Networking Event Sponsor, our logo was all over the entrance to the show floor as well as rotating on the big screens. Chris was chosen to lead the band to the dance floor with an umbrella featuring the new Vivid logo.

“Sponsoring the Cash Giveaway drove traffic to our booth as well, because attendees had to have each of the four sponsors stamp their card in order to be eligible to win. Plus, our latest whitepaper was in every attendee bag.”

For the remainder of November and all of December, the team was busy following up with attendees, and exploring ways to reach the Behavioral Health and Long-Term Care/Assisted Living markets.

## Fashion show prize gets Contract Furniture in front of 500 NJ architects

In October, Contract Furniture partnered with manufacturer HLW to have an architect and design firm make a dress out of each company’s finishes. The dress was modeled at the Institute of Interior Design Association’s Finish Meets Fashion show. Team HLW/Ghent won the contest. The small investment was well worth the exposure: 500 top New Jersey architects attended the show.



# Ghent production news

2019 was a year of great change for the Lebanon facility, reported **Jay Kuhn**. We

1. shut down the Custom Department,
2. moved the glass line about 12 times,
3. installed new paint equipment,
4. moved the Vivid department,
5. moved backflush from the morning to the previous evening,
6. brought in two new vendors to supply us with aluminum,
7. started painting borders on Vivid glass boards vs. printing,
8. installed lots of racks,
9. brought in a new hardware vendor,
10. started buying porcelain from a new vendor,
11. brought in two Box on Demand machines,
12. moved pad machines to the cells,
13. combined the Warehouse and Shipping teams, and
14. completed hundreds of other improvements that positively impacted our on-time delivery, productivity, profitability, customer satisfaction, and floor space usage.

Making this amount of change while improving our productivity and on-time delivery is truly phenomenal, and a tribute to the Lebanon team. Below are some highlights and areas we need to focus to keep our momentum going through 2020.

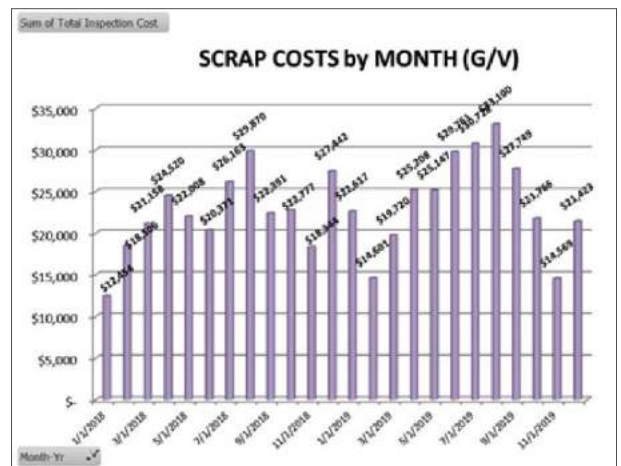
- Productivity ended the year at 62.5%, above 2018 at 60.1%, but a little lower than our goal of 64.0%.
- We had the best ever OTD for December at 94.3%, and the best for the year at 90.9%. We ended the year on quite a roll, having the best month-to-month comparison on five out of the last six months, with two of the last three above our 95% goal. Compared to last year, we had about 800 less orders leave on-time, but about 1800 fewer days of lates.
- We showed slight improvement

on contract furniture OTD, but we are still way off goal. In order to continue our growth, we have to radically improve.

- One of our big focuses for 2020 is SRAs (Sales Returns and Adjustments, or what we commonly think of as freight damage and customer returns). In December, we did well on manufacturing defects returns. This has improved due to an “awareness” campaign started by Quality, and also more diligent follow up on root causes of the issues we are having.
- We also have not had any warping boards (which is our largest cause of manufacturing defects). However, our freight damage is moving in the wrong direction. Manufacturing defects were at a 13 week moving average low and freight was at a 13 week moving average high as we ended 2019.
- In 2018 glass was 13.2% of our net sales. In the last six months, it has been 19.2%, 21%, 19.3%, 20.4%, 20%, and 24.7% of net sales dollars. Because of this growth, we have seen a lot of investment in this area. Glass is a huge piece of our strategy and sales focus.
- After a couple months of improvement, we had a pretty poor month in scrap. We continue to have teams focused on our biggest scrap reasons. The two areas we have made some progress in are cork and cutting. We will continue to focus on the main drivers to keep moving the number down. Not including

	2015	2016	2017	2018	2019
JAN	84.6%	93.2%	91.7%	94.8%	93.7%
FEB	84.0%	91.8%	93.2%	94.0%	94.4%
MAR	90.3%	90.3%	92.8%	95.4%	95.3%
APR	90.4%	94.2%	86.5%	93.2%	91.9%
MAY	86.8%	94.0%	91.1%	84.6%	92.5%
JUN	84.9%	92.2%	83.4%	84.9%	91.8%
JUL	75.7%	82.2%	72.6%	86.1%	89.2%
AUG	82.0%	84.2%	79.0%	79.4%	86.5%
SEP	76.9%	84.6%	90.5%	74.8%	89.9%
OCT	83.2%	90.2%	89.7%	79.7%	95.6%
NOV	84.7%	87.9%	92.7%	90.0%	96.9%
DEC	92.9%	82.1%	93.6%	93.3%	94.3%
<b>TOTAL</b>	<b>84.3%</b>	<b>88.7%</b>	<b>87.2%</b>	<b>86.3%</b>	<b>90.9%</b>
On-Time	34,474	32,138	30,448	44,042	43,208
Late	3,647	1,932	2,517	4,411	2,617

	Contract Furniture OTD				
	2015	2016	2017	2018	2019
	62.6%	69.2%	71.2%	76.8%	78.4%
	899	1,241	1,498	2,000	2,677
	238	154	271	368	492



December, scrap cost MLO w/ salvage was .98% of sales compared to .78% in 2018, 1.08% in 2017, and 1.13% in 2016.

- You will continue to hear a lot more about scrap, SRAs, and inventory accuracy in 2020. These three areas cost the Lebanon facility just short of \$2,000,000 in 2019. It is hard to maintain our level of success with these areas weighing us down. With increased spending in some other areas of the business, in order to continue to provide the rewards we have seen in previous years, it is imperative that we improve our success in these areas.

## A more Vivid logo



The updated VividBoard logo is part of an effort to continue to cater to the healthcare market. “Since our company name is VividBoard, we wanted to keep the colors,” explained **Susan Claus**, “but show them in a more sophisticated, healthcare-focused way.

“Hospitals and other healthcare providers want to work with companies that understand their challenges. They want to know the product they select will stand up to the rigors of their environments. That needs to be translated through everything from product development to branding, sales and marketing.”

Through a design contest set up with those specifications, a new logo and brand was developed. The gray “leaf” symbolizes Made in the USA, the pink leaf says Warranty/Cleanability, the green leaf conveys Sustainability, and the Yellow indicates Customizability.

## EdSpace conference provided opportunity to meet school furniture dealers and reps in a central location



The Ghent booth at the EdSpace Conference in Milwaukee in October. **Steve Caruso, Kevin Smiertka, Brad Pierce, Ashley Blevins, Christina Cavallo and Katie Elking** attended the conference.

## CEU trainings get GMi in front of hard-to-reach audience

Contract Furniture’s **Ashley Blevins** launched a CEU (Continuous Education Unit) blitz in Florida in August, following up with lunch trainings in Houston, Ohio and Chicago. The purpose of the sessions is to get in front of architects and designers, who are difficult for Marketing to reach.

“Architects and designers have to go through CEUs to keep their licenses,” Ashley explained.

“So when we lead the sessions, we get time at the end of each one to tell them about GMi’s offerings.” The session Ashley has been

leading, on the subject of Sustainability, was developed in partnership with the Business Institute of Furniture Manufacturers Association (BIFMA), an organization that advocates for manufacturers to adhere to the furniture industry’s standards.

“Offering CEUs is a great way to get in the door,” Ashley added. “It is an indirect commercial for us, and gets



*Ashley has conducted 20 CEU lunch trainings on Sustainability in Florida, Texas, Ohio and Illinois. The trainings have enabled GMi companies to get in the door with over 125 hard-to-reach architects and designers.*

our name in front of people who can specify our products on their projects.”

Contract Furniture’s territory rep goes with Ashley to the trainings, which allows Ashley to introduce the audience to their manufacturer’s rep in person.

### More CEUs coming soon

The Sustainability session is very technical (Ashley is the only GMi person certified to lead it), and GMi’s strategy is to develop easier CEUs that sales reps can lead. “We are looking at developing two,” said

Ashley. “Both topics are TBD but one will be around our knowledge of the patient communication category through VividBoard. GMi will develop the healthcare session, and we will hire an outside party for the second one.”

The CEU sessions are an excellent way to market GMi Companies, as evidenced by the orders already resulting from them.

## Waddell working with new metal to fill Tablet & Ticket orders

In order to make cases for Tablet and Ticket (T&T), a new Waddell customer, Waddell employees are working with a new size of metal. “We normally use 1.5” aluminum, but T&T’s is 2x2, with 2x4 rails,” said **Mark Brigner**. “We had to get a new saw to cut their metal.”

T&T came to Waddell for standardized manufacturing processes. Waddell is drastically cutting the time it takes to make a case for a T&T customer.

A lot of T&T’s projects are architectural, like cases that hang on walls in schools. “This contract will get us into places we haven’t gone before,” added Mark, “in particular with architects. These cases are built in when they build facilities.”



*Richard Walker and Frank Knedler with a T&T case in process.*

## Inventory days

On October 11, 75 Ghent employees completed a count of all physical inventory. During downtime waiting for recounts, these employees attended Oz training (see *Oz Part 2*, page 19).

Waddell conducted their inventory on November 15. **Jan Marker, Michelle Schulte, Nick Widowski and Kyle Sellers** traveled from Lebanon to Greenfield to assist. “Thanks to their help, our efforts throughout 2019 to improve organization, and the institution of cycle counts for glass and wood blanks, our inventory only took one day instead of the normal two,” noted **Tom Septer**.



# Getting to know you

**Name:** Started with GMi:

**Tom Gall** April, 2019

## Personal background:

Tom grew up in Hillsboro, Ohio. After high school, he worked as a cook and moved up to manager at Kentucky Fried Chicken for a short time before starting as a laborer at a Cincinnati-based construction firm. He served that company for 30 years, rising to lead superintendent for the Columbus branch. In that role, he supervised as many as 200 workers on \$20 million jobs such as high-rises, parking garages, hospital additions and office buildings.

Leaving construction to explore lower-pressure opportunities closer to home, Tom found GMi through his wife Shawn's job connections.

Tom and Shawn have three grown sons and live in Marshall, Ohio.

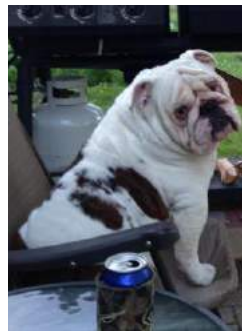


*Tom and wife Shawn Gall.*

## Hobbies and community service:

An avid outdoorsman, Tom enjoys hunting and fishing. He also makes knives and guns, and owns a home-based gun repair shop.

While a committee member of the National Wild Turkey Foundation's, South Central Chapter, Tom led the effort to build a handicapped fishing pier at Rocky Fork Lake State Park. He and another committee member raised \$5,000 from the community, applied for and received a \$6,700 Superfund grant, and convinced the Ohio Department of Natural Resources to add the remaining monies to fund the \$20,000 project. Tom and Shawn currently both serve on the board of the Rocky Fork Community Alliance.



*Tom's granddog Ben.*



*Tom with a gun he made.*

## Job responsibilities:

"I am a case moulder. I assemble cases after they have been stained, and add the glass and backs. Then I pack each case and prepare it for shipping. Another duty is storage room organizer, and I am cross-training for other roles.

## Most admired person:

Tom gained his work ethic from his late father, Harold J. Gall, who worked at Gross-Feibel building safes and vaults his whole life. In his spare time, Harold built muzzleloader guns. "He taught me a lot about respecting others and being a good worker."

## What do you like most about your job?:

"I like the hands-on; being at the end of case production and seeing cases going to customers. I try to be a valuable employee and help others when I have spare time on the job. My goal is to grow with the company.



*Tom on the handicapped-accessible fishing pier he helped bring to fruition at Rocky Fork Lake State Park.*

# Small Board production completes mini Kaizen, improves productivity 27 percent

In October, Small Board Production was facing some challenges. They were struggling to find parts, there were inventory inaccuracies, finished products were not getting completed in a timely fashion, and production rates were low.



So the team decided a mini Kaizen was in order, with 6S the main focus. (A Kaizen is when you break a process down, remove unnecessary elements, and put it back together in an improved way; 6S is Sort, Straighten, Shine, Standardize, Sustain and Safety).

While this type of event usually takes five days, the Small Board Kaizen team, including **Jenny Ertel, Kathy Louderback, Keith Sellers, Chris Sunderman, Joy Penquite, Justin Carl, Jeremy Leasure, Christye Leasure, Scott Graves, Robin DeJager** and **Jay Kuhn**, decided to devote three days during the week of October 21 to the process.



*Photos from the Kaizen: the first four are “before”: three show excess inventory, the fourth (rods in trash) shows poor disposal; the final three show “after”: cleared floor, bins and racks labeled for component parts, and aluminum cut pieces labeled and organized.*

## The Kaizen had four steps:

- 1. Observe** the area to identify any of the 9 Wastes (waiting, overproduction, transportation, over processing, unnecessary stock, unnecessary motion, producing defects, untapped creativity, and excessive information). Six were found.
- 2. Sort** items to reduce unnecessary stock and over production. Two tables were removed (and one was repurposed), and stock production jobs were created for boards that had been over produced.
- 3. Organize/label** bins and locations to reduce wait times and transportation. This included adding shelving for labeled bins for component parts, sorting and labeling bins for wood frames, labeling an aluminum cart, creating rack locations for cut boards, and creating drop zone areas for the warehouse, cutting and Vivid.





- 4. Reduce unnecessary motion and improve transportation** by creating a packing cart. The operator now has packing materials on the cart, and can take them to each workstation to pack finished products. The VisuALL assembly table was moved closer to the framing machine to reduce unnecessary motion, and the small board wood framing machine and wood bin were relocated.





## Great outcomes

Overall productivity improved from a baseline of 59.5% to 87.2%. Jenny reported her individual productivity had increased since the Kaizen.

Since the Kaizen, the team holds a weekly meeting to discuss how things are going. “Homework” is given as needed to continue the improvements and ensure new practices are being followed.

## 2020 paid holidays

-  **Martin Luther King Day** ..... Monday, January 20
-  **Memorial Day** ..... Monday, May 25
-  **Independence Day** ..... Friday, July 3 (observed)
-  **Labor Day** ..... Monday, September 7

-  **Thanksgiving Day** ..... Thursday, November 26
-  **Day after Thanksgiving** ..... Friday, November 27
-  **Christmas Eve** ..... Thursday, December 24
-  **Christmas Day** ..... Friday, December 25



## Honoring our veterans

Nine of our colleagues were honored for their service on Veterans Day, November 11. Top photo: left to right, **Rick Fletcher, Richard Walker and Mark Brigner**. Bottom photo, left to right **George Leasure, Bradley Gill, Robert Kennedy, Eugene Brooks, Georgiy Kotsoyev, and Rich Nolde**.



## New dock simplifies deliveries and makes them safer at Waddell

**Jim Freshour** demonstrates how the new dock system works. Instead of having to move a manual dock plate into place via forklift and chains, the new dock stays attached to the building, is easy to raise manually, and lowers via gravity after use. It was purchased online for \$2,500.



## Fun group get into the festive spirit

It was beginning to look a lot like Christmas on December 17, when twenty-one employees gathered in the lobby to show off their “ugly” Xmas attire. Who wore it best, in your opinion?

## Building on GMI's best year ever

By **Brad Pierce**

GMI finished strong in 2019, exceeding December's sales target for a great end to our best year ever! We plan to build on our momentum and have set 2020 sales goals focused on continued growth and expansion.

Our strategic focus to invest in Contract Furniture (CF) paid off well. For 2019, our CF business was up a whopping 58%! We recently hired a new rep group, OPM, for our Minneapolis territory; filled our Louisiana territory by expanding our relationship with Cronan & Associates (based in Houston); and are close to signing a deal with a new group to service Ohio, so we can strengthen sales in our own backyard.

### Delivering on the customer experience of "that's exactly what I wanted!"

New products are the lifeblood of any sales organization, and our Sales team is working diligently with the Product and Marketing groups to improve processes and communication so we can accelerate speed to market. Recently, new product launches included the Pallet, Hex, and Stroll expansions, which were all positively received by customers.

As we grow, expectations will grow as well. A lot of focus will be spent on improving processes, leveraging technology, and automating tasks, so that our people can focus on high-value customer interactions. I believe we are well positioned to continue evolving, so we can deliver on the customer experience of "That's exactly what I wanted!"

Thanks for the great teamwork across departments in 2019, and we look forward to a strong year ahead!

## New in 2020: Mentoring program

A new mentoring program to help employees grow and develop started in late January.

Through the program, mentees will have a mentor to meet with at least monthly to discuss challenges, gain support, receive guidance and learn. Goals for mentees vary, but may include:

- Skill development/enhancement
- Professional networking
- Knowledge- and resource-sharing
- Promotion/job change
- Career transition/job search

"We are excited to offer employees this chance to teach and learn from their colleagues," said **Char Kemp**. "It is an opportunity for everyone to partner with someone and gain experiences to build and enhance their career within GMI."

"We want employees to grow professionally and personally and are excited about the mentorship program."



# WELCOME ABOARD!



**Allura Boyles**



**Justin Carl**



**Kevi Carroll**



**Kevin English**

# Sharpening the Saw

## Goering Center

### How to Grow Your Business

George Leasure  
Scott Bowers  
Sherrie Bowers  
Cory Bowers

## ASCM Supply Chain Management

### Principles & Practices of Inventory Accuracy

Jan Marker

## Pryor Learning Solutions

### Collections Law 2020

Shawn Jenkins

## Sinclair

### Adobe Creative Suite Training

Susan Claus  
Katie Elking  
Zoe Papadis

## Warren County Career Center

### Distribution and Logistics Management

Chris Goodwin

## Cintas First Aid Training

Allura Boyles  
Greg Elcock  
Chris Sunderman  
Becky Snyder  
Angela Majercak  
Noah Sebastian  
Alex Cooper  
Michelle Johnson  
Danielle Huffman  
Rita Mahorney  
Ken Massey  
Joy Penquite  
Kassie Ratliff  
Kyle Sellers

## Super-User Forklift Training

Scott Graves  
David Long  
Dwayne Hunter  
Jeff Nahrup  
Eugene Brooks  
Dennis Creech  
Steven Mitchell  
Terry Noe  
Noah Sebastian  
Neal Whittington  
Richard Anderson  
Chris Goodwin  
Andrew Divis  
Danielle Huffman  
Kevin English  
Grant Litzinger

## AFLAC

### Get to Know Quack!

Lebanon Employees  
Greenfield Employees

## 401K Employee Informational Meeting

Lebanon Employees  
Greenfield Employees

## Safety Videos Bloodborne Pathogen

Lebanon Production Employees

## Lifespan - Community First Solutions

**Money and Your Life**  
Lebanon Employees

## Dealing with Holiday Debt and Savings

Lebanon Employees

## Friendly reminder from IS: Include a conference room when scheduling meetings

Information Services has a request: When scheduling meetings for 2020, 'invite' a conference room. This will prevent the unhappy surprise of a double-booked room.

Here are some tips from **Rich Nolde**:

1. The conference room must be included in the email recipient list. If you use the 'Rooms' button to select your room, this will happen automatically. If you just type the room in the 'Location' field it will not.
2. Make sure the conference room accepts the invitation for every date. If there is even one conflict, it will reject all the dates.
3. Conference rooms will only accept meetings 400 days out, so provide an end date for recurring meetings.
4. Create a new series each year, instead of extending the previous year's series. You can copy a meeting from the previous year to use as a template for the new meeting so you don't have to select all the attendees again.

Questions? Call Rich or **Dawn Crow**.

## Biggest Loser take II

We are once again doing a Biggest Loser Weight Loss competition for 2020. **Kathy Louderback** will be tracking for the ladies, and **Jeff Nahrup** will be tracking for the men.



The competition started on Friday, January 10, with our initial weigh-in. Weekly weigh-ins will be held each Friday morning for 12 weeks, with our final weigh-in on April 10. All weights will be calculated by the percentage of weight lost, to keep it fair.

There was a \$10 entry fee, and as long as a person doesn't gain weight from the original weigh in, they won't have to contribute any more money. GMi has generously offered a \$100 gift card to the winner in each group! Depending upon the number of participants, the entry fees will be split between the winner, 2nd place and maybe 3rd place.

# FAMILY TIES



# FAMILY TIES

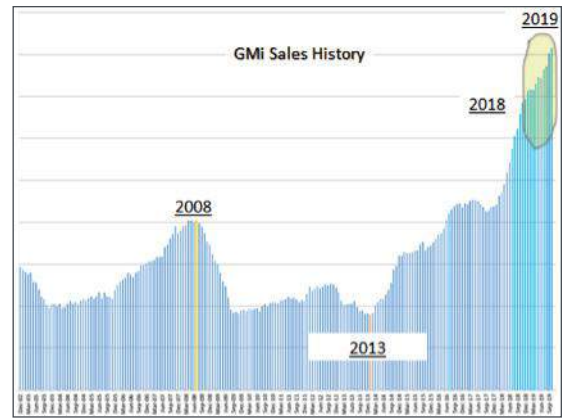


# Get more of what you work for...

By John D'Agostino

Some of us were not at work on December 5 when we held our “glad I’m helping build a successful company” celebrations, so I thought it appropriate to share the message of those events here.

We continue to achieve new **sales records**, thanks to everyone on the GMi team. Marketing, Sales, Customer Experience, Employee Services, Purchasing, Scheduling, Manufacturing, Quality, Engineering, Maintenance, Product Development, Shipping, Finance and IT were all critical to this result. **Every single one of us is needed to earn every dollar of sales.** (See chart)



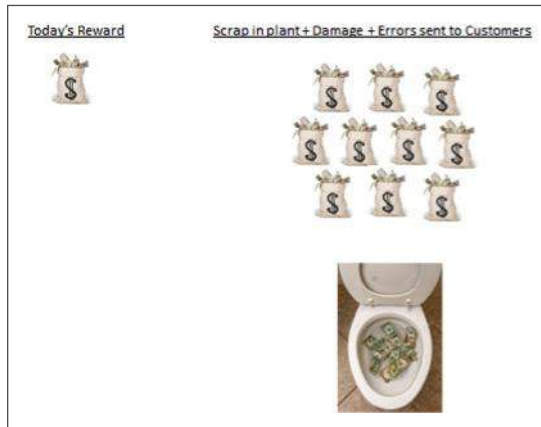
Working for a successful company doesn’t only mean a **paycheck**; it makes an impact in many different ways. Where you choose to work should appeal to all the things you seek by working. Some people like the **stability** and **security**; others like the **variety** of work and ability to **learn new skills**; still others like a chance to move into **different roles**. Some care most about the **relationships** they’ve built at work; others align with the **values** and the **contributions** that the company makes in

the community. All these “likes” have one thing in common: **The more successful the company, the better chance you’ll have to experience what you value most about work.**

**Not Just a Check**

- Stronger company
- Better equipment
- More stability
- More opportunities to learn
- More opportunities to advance
- Better place to work
- Whatever you personally value about work

Illustrations: OPPORTUNITY, STABILITY, TREASURE



A generous amount of money was distributed on December 5. But the amount of money that was lost as **scrap** in our plant, **freight damage** and **errors** sent to our customers in 2019 was **10 times** greater. We can all help reduce scrap and errors every hour of every day we’re at work.

**Let’s roll up our sleeves and pull back some of that wasted money in 2020! GMi will be even more successful, and that will benefit us all.**

## Halloween fun

Twenty Ghent employees really got into the spirit of Halloween this year!





## Kelly Kolb retires after 11 years

**Kelly Kolb** retired on December 27 after 11 years with GMi. **George** and **Mark Leasure** presented Kelly with a watch as a token of appreciation for his service to the company. Kelly will still work as needed on special projects for GMi. In addition, he will continue to be a GMi supplier through his company, Stampco Products.

## November training adds members to first aid team

The Ghent first aid team now numbers 14, thanks to training on November 15 provided by Cintas. First aid training is provided at Ghent at least every two years. Every one who has trained previously must take a refresher every two years to stay certified, **John Kurtz** explained. “We ultimately want to have team coverage throughout the plant and office, just in case we have an injury that requires first aid,” he said. Team members include: **Kyle Sellers, Ken Massey, Joy Penquite, Kassie Ratliff, Greg Elcook, Becky Snyder, Rita Mahorney, Chris Sunderman, Angela Majercak, Alex Cooper, Allura Boyles, Michelle Johnson, Noah Sebastian, and Danielle Huffman.**



## More spaces to park!

As GMi grows, we need more space for employees to park. Thirty spaces were added at the front of the parking lot along Kingsview Drive in November. The work was done by our neighbor, Bunnell Hill Construction Company. Before and during construction, Bunnell Hill made parking available on Henkle Drive.



## How do your beliefs about money affect you?

In mid-November, 24 employees attended a Money and Your Life session offered as part of GMi’s partnership with the United Way of Warren County Workforce Development

Initiative. Angela Muchmore, a Certified Consumer Credit Counselor from LifeSpan Community First Solutions, helped participants examine their beliefs about money and the effects those beliefs have on their financial health.



## Reducing the need for razor knives



From November 2019 through mid-February 2020, **John Kurtz** worked with each department to find alternatives to razor knives. “In 2019, we had about six razor knife injuries, and a few were serious enough to require stitches,” he said, “so it was a safety priority.”

**Michelle Swartz** has worked with vendors to have some packaging delivered pre-cut, with materials inside pre-drilled or pre-punched. In other cases, alternative tools such as scissors, band- or shrink-wrap safety cutters, or wire cutters have been substituted. John estimates about 75% of razor knife use has been eliminated in these ways already.

“We hit the wall on a few situations, so our engineering staff will review, and if needed, seek outside help. We might wind up with some tasks still requiring a razor knife, but with protections like cut-resistant gloves or fixtures to hold the item in place, no one’s hands are near the knife,” John added.

Alternate tools are being put in the vending machines so everyone has easy access to them.

## Documenting Near-Misses and making proactive changes

A 2020 goal is to reduce the number of Near-Miss incidents (such as when someone drops something heavy and it just misses their foot). John is working with **Christye Leasure** and the Bureau of Worker’s Compensation (BWC) to find another company’s Near-Miss policy to emulate. “We will have a Pre-Incident form for employees to fill out when a Near-Miss occurs,” said John, “so we can put a process in place to prevent it from happening again (because the next person might not be so lucky). The goal is to prevent serious incidents.”

## Safer material handling

**Jeremy Leasure** and John are working with the 14 super-user forklift drivers--those who operate forklifts most frequently--to discover and address the challenges these employees face in their work performance.

“We had a Lunch and Learn in mid-December,” John noted, “with follow-ups in January. At the Lunch and Learn, we went over best practices and provided a forum for drivers to voice concerns and issues they experience in their daily moves.”

“Pedestrians are a big issue, and to help address that, we showed the Pedestrian Safety video to everyone in January. Pedestrians often think they have the right-of-way, but it is a lot easier for a pedestrian to get out of the way than for a forklift driver to maneuver their machine and cargo around the pedestrian. Safety is everyone’s responsibility.”

## Onboarding safety tour

Starting in January, every new employee is taken on a safety training tour. John takes each person around the plant, pointing out safety concerns. “It is one thing to show someone safety policies in a handbook,” he said, “but quite another to show them in person.”

## Problem? Put it on the Huddle Board!



*Becky Quarles writes a Cutting Department concern on the Huddle Board.*

Everyone is responsible for bringing safety concerns to management’s attention. “When you see something, say something,” said John, “so it can be addressed right away. Put your concern on



your Huddle Board. That way we can assign the concern to someone to come up with a quick fix or a permanent solution.

“I am in a Huddle every day with Leads and Managers,” added John. “When they tell me there is something on their board, it gets addressed immediately.”

This practice fits in with the Oz Principle of accountability, on which all employees were recently

trained. John gave an example: “Someone put three things on their Huddle Board in mid-December. One was about a sideshift problem on a forklift. It turned out to be a matter of replacing a little pin; very easy for the forklift repairperson, who happened to be on-site at the time. Since it was brought to my attention via the Huddle Board, I was able to react quickly. The problem was solved in a matter of minutes.”

Don't have access to a Huddle Board? Please contact John immediately.

## Fourth quarter set records for Culture Club recognitions

At the Q4 Town Hall, the Culture Club's Recognition Team celebrated 261 recognition forms turned in (a new record) to nominate 104 different teammates (also a new record) who exemplified a GMi Core Value on the job. The most-recognized individual was **Cory Bowers**. Thirty Plinko chips were dropped. Prizes included A Day Off With Pay, several \$100 Lands End shopping sprees, multiple packs of lottery tickets, and lots of \$25 gift cards. “Thanks so much to those teammates who went above and beyond, either by living out Core Values or recognizing those who did, said Recognition Team leader **Keith Sellers**.”



## Turkey raffle continues at Waddell



For several years, Waddell employees have celebrated Thanksgiving with a friendly raffle. Everyone who wants to participate puts in a dollar, discreetly marking it with their name. A dollar is drawn from the pile, and the owner gets the pot (about \$25). On November 21, **Mark Brigner** was the lucky winner!

## Waddell starts monthly birthday/service anniversary celebrations

Starting in November, Waddell has a new tradition: a monthly gathering to recognize team members with birthdays or service anniversaries that month. In November, **Frank Knedler**, **Mike Kirsch** and **Damon Cotere** were lauded for 4, 15 and 15 years of service, respectively. In December, **Phil Wilson** was honored for 5 years of service, and Frank and Damon were recognized for birthdays.



Frank Knedler



Mike Kirsch



Damon Cotere



Phil Wilson

## Sea-sun's greetings!

On a cold day in December, employees and alumni met at the Countryside YMCA to celebrate the “sea-sun” with a beach-themed party. First came snacks, a hot chocolate bar and sodas; then team games (J. Zaquitter won both). After lunch (turkey and dressing, lasagna, mashed potatoes with gravy, Normandy blend vegetables, salad

and rolls, with donuts and cookies for dessert), **George Leasure** gave a short speech thanking everyone for GMI's BEST YEAR EVER; then door prizes were awarded. Before everyone left, they could pick up their gift, a bright-orange GMI Happy beach towel!



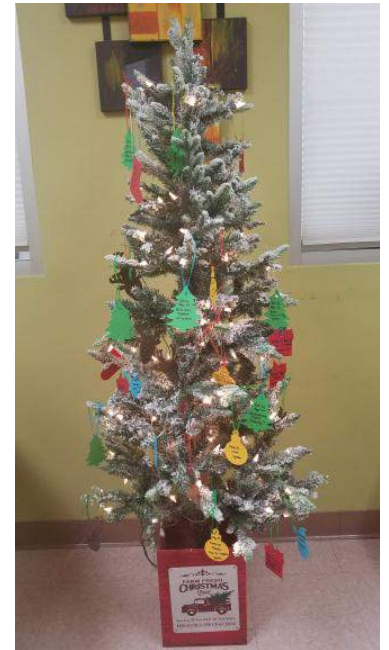


## The Oz Principle: Part 2

Employees went through Oz Accountability Training in the spring and fall, and were then encouraged to delve deeper into the book and its messages. Part 2 of the *The Oz Principle, Getting Results Through Individual and Organizational Accountability*, uses the Lion, the Tin Woodsman, the Scarecrow and Dorothy to help readers muster the courage to see problems, find the heart to own them, gain the wisdom to solve them and exercise the means to take action. GMi embraces *The Oz Principle* and will continue to reinforce its message.

## Employees sponsored two children for the holidays

With company promotion and support, employees sponsored two children from the Warren County Children's Services (WCCS) Christmas Wish List in 2019: Damien, age 12, and Emily, age 10. Taking an ornament from the GMi Giving Tree in the Oasis with a gift request written on it, individuals purchased and wrapped gifts and brought them back to work. Eugene Brooks delivered the gifts to WCCS. The children received all the gifts they requested and more. Thanks to all for helping those in need have a Merry Christmas!



## "GMi Happy It's Christmas" tree auctioned for Historical Society

GMi participated in the Warren County Historical Society's Decorated Christmas Tree Auction for the second time in 2019. Businesses, organizations and families from all over Lebanon decorated 55 three-foot artificial trees for auction December 1-10. Proceeds went to the Harmon Museum's children's education programs. Thanks to the **VividBoard team**, who created the ornaments on the GMi Happy It's Christmas tree.



## Donations

- 31st Annual Lebanon Horse Drawn Carriage Parade & Christmas Festival
- Carson Elementary School, Cincinnati
- Countryside YMCA -- A Grand Affair Gala
- MLK Community Coalition of Lebanon

## We raised nearly \$20,000 for United Way in 2019!

It was a great year of giving at GMI. Employees raised \$19,881.15 in 2019, compared to \$17,334.24 in 2018.

Many employees pledged, and quite a few participated in raffles, a breakroom breakfast and a chili cook-off.

The chili cook-off on November 13, which raised over \$200 for the United Way of Warren County, was won by **Cory Bowers**. In the raffle, **Christina Cavallo, Magie Pfriem, Char Kemp** and **Pat Cutter** were parking spot winners; **Becky Snyder, Jeff Nahrup, Kayla Miller, Tina Taylor, Amanda Wallace, Neal Whittington, Randall Relick, Dennis Creech** and **Jack Whittaker** won time off with pay.

**Terry Paugh** won the \$100 gift card of choice, and Pat Cutter won the eight hours of vacation time.

Thanks to all for your generosity!

