



1998 Award Winner

JOHNSON CONTROLS, INCORPORATED

The Johnson Controls Jefferson City Plant is one of 157 facilities worldwide operated by Johnson Controls, Incorporated (JCI), headquartered in Milwaukee, Wisconsin. As one of two major JCI divisions, Johnson Controls Automotive Systems Group (ASG) is one of the world's largest suppliers of vehicle seating and interior systems, and a major supplier of batteries. In 1998, the company's global operations will supply interior products for more than 22 million vehicles.

The Jefferson City Plant is a "core" polyurethane foam manufacturing facility within the Automotive Systems Group that employs 193 people who fully dedicate their efforts to the production of foam seat pads. Fabric covering and installation of track mechanisms, wire harnesses, and other necessary components take place at trim facilities located closer to the automotive assembly plants.



The Jefferson City Plant was opened in 1985 and situated in central Missouri to service the automotive industries in St. Louis and Kansas City. It occupies 128,500 square feet; 80,000 square feet is dedicated to manufacturing; 40,000 square feet to warehousing; and 8,500 square feet for administrative offices. The manufacturing floor consists of two 36-carrier, racetrack-style production lines. Each carrier is the equivalent of 25% of the seating in a standard passenger car, which is one entire bucket seat (cushion and back). The plant produces 27,000 pads per day.

At JCI Jefferson City, the goal, focus, and mission are to "Continually Exceed Customer Expectations." This translates into a leadership system, planning process, production system, and human resource focus that stress continuous improvement, employee involvement, and flexibility to meet the demands of a highly competitive automotive industry. Significantly, the definition of "customer" is not limited to the organizations that receive the shipped product, but also includes the end user of the product, shareholders, employees and the local community.

The company's core values - Integrity, Customer Satisfaction, its Employees, Safety and the Environment, and Improvement and Innovation - drive all activities in the plant.

Integrity is the cornerstone of customer satisfaction and Jefferson City consistently treats its customers, employees, stockholders, suppliers, and the community with honesty, dignity, fairness and respect.

Coupled with employees whose teamwork and individual contributions of talent, abilities and ideas exceed the ordinary, JCI Jefferson City has achieved and maintained an enviable record of success.

As a premier showcase facility within Johnson Controls, JCI Jefferson City has hosted top management and team members from other Johnson Controls production sites in Tennessee, Maryland, and Michigan and international locations such as Mexico, South America, South Africa and Europe. All have come to benchmark the operation in areas such as employee involvement, total productive maintenance, quality, safety, processing, production, financial management and cutting-edge engineering. Visitors have seen for themselves:

- The plant's accelerated progress from harnessing the talents and abilities of its diverse workforce.
- A workforce that learns and applies the tools of modern manufacturing in their everyday jobs.



- Its local management who willingly shares information, knowledge, power, and rewards with employees for the betterment of the individuals and the plant.
- State-of-the-art technologies in the form of robotic pour heads, visual data collection, the "vision" system for defect detection and innovations such as the "JCI TV" system for internal plant communications.

Moreover, as a partner in the broader community, JCI Jefferson City has exercised its corporate social conscience by becoming deeply involved and integrated in the local community. For example, the plant provides financial and physical support to the United Way, Ronald McDonald House, blood drives, Rape and Abuse Crisis Service, The Sheltered Workshop and other worthwhile activities. The plant has also committed to educational activities through an alliance with Simonsen Middle School, as well as supporting Lincoln University, Linn State Technical College and the corporate education reimbursement program.

For all it does to support the community, JCI Jefferson City knows ultimately it must produce a quality product that meets stringent customer demands in terms of cost, delivery and value. As a manufacturing facility and Tier One supplier to its customers, JCI Jefferson City justifiably takes pride in continually exceeding customer expectations.

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