In 2017, Owens Corning (OC) constructed and opened a new Mineral Wool Insulation production facility. Like most plant startups, challenges were encountered. The plant gained traction, investments were made to improve performance, but hourly and salary turnover remained high, while performance goals fell short of target. COVID-19 made matters worse, but a commitment to excellence is the Owens Corning way! In 2021 and 2022, transformation work continued in Joplin, and the following actions were taken:

- Leadership roles were filled
- Focused improvement initiatives kicked off
- Assessments were conducted
- Short and long-term plans were developed
- Leading Pink was launched

The plant, on its Total Productive Maintenance (TPM) journey, committed resources to combat high loss equipment through Focused Improvement (FI) initiatives. The challenge required high focus and energy from everyone as machine issues were addressed. A new workforce was hired and trained to replace those that left during COVID-19. Roles and responsibilities changed or increased as leaders searched for people to hire and support the efforts. Regional support was often needed during these stressful times.

In February 2022, an assessment with Reliability & Maintainability Center (RMC), Business & Enterprise Maintenance & Reliability (M&R) resources was conducted which highlighted opportunities for improved reliability, and short and longer-term plans were developed. As short-term plans were in process, a focused workshop of leaders and technicians was held to develop the longer-term plan. By reviewing and understanding the opportunities from the assessment and utilizing exercises such as Impact/Benefits vs. Timing and Force Field Diagram, this team came together and committed to a top five element plan with a common goal to achieve world class performance. During this same period, OC launched its Leading Pink Leadership Plan, which trained its leaders on inclusion & diversity focusing on people development and leading high-level teams.

The top five elements of the plan to improve performance included:

- Key foundational processes
- Preventive maintenance (PM) optimization
- Root cause analysis (RCA) / Breakdown analysis (BDA)
- Predictive maintenance and continuous equipment monitoring
- Planning and scheduling

A Leader for each of the elements was assigned, consisting of both salary and hourly leaders. An aggressive timeline was developed, and work began. We focused on Key Performance Indicators (KPIs) and what was driving the results. One standout was our PM compliance. During the RMC assessment we were 65 percent compliant. Today, and for the past five months, we are consistently over 90 percent compliant. And, with a more proactive approach, we anticipate Joplin, will further improve its safety performance through less upset conditions.

The maintenance and reliability team collaborated with the operations, technical, TPM, and business and enterprise reliability teams to create a sustainable culture. The team focused on the following:

- Eliminating breakdowns with strong root cause analysis
The maintenance leader, with full support from the plant leadership team, provided new growth and development opportunities for technicians. Several techs were promoted to leadership roles while several others attended reliability training to grow and develop their skills. Concerned with workloads and shift schedules, a reorganization of the maintenance supervisors’ schedules provided work-life balance while maximizing plant support. In addition, the Joplin plant used surveys to uncover and address employee needs. As a result, the plant has seen a decrease in turnover, an increase in morale, and an empowered and engaged workforce with a voice that is now heard loud and clear. By building these relationships and empowering our people, the plant has achieved record operating performance, all while serving our customers at the highest levels.

Team Members from Right to Left:

Unavailable Team Members included:
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