

1/27/17

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### SUMMARY

Award winning Plant Manager with extensive experience derived from 15 different Plant Manager assignments, leading the critical turn around of underperforming plants through improved conversion cost with reduced product and associate liability risk. A proven leader with a reputation for creating positive employee relation environments in plants with 150 to 1000 associates in large Fortune 500 branded food conglomerates, venture capital holdings, as well as smaller privately held companies. Versed in using continuous improvement technologies such as Lean and TPM. In addition to significant cost reduction successes, have achieved award-winning results in Leadership, Employee Relations, Safety, Sustainable Development, and Quality Systems.

### PROFESSIONAL EXPERIENCE

**Sager Creek Foods, Siloam Springs, AR** **2015 – 2016**  
Sager Creek, formerly Allen's vegetable canning company, was a venture capital initiative sold to Del Monte Foods.

**Plant Manager** – recruited by a former boss to quickly upgrade and streamline an inefficient, under capitalized vegetable canning plant employing 350 non-union associates.

- Effectively spent over \$3 million in basic infrastructure upgrades to lighting, floors, fire systems, etc., in the first 6 months on the job to enhance employee relations, reduce safety risks, and improve plant performance and sanitation.
- Reduced OSHA TIR by 50% in the first two quarters of fiscal 2015.
- Passed two critical food processing audits by two different agencies that had failed the plant on their previous audit.
- Re-engineered 70% of the leadership staff, including 4 new departments and 5 new professional hires.
- Initiated a state-of-the-art training program with it's own department and professional leadership.
- Worked with the new Plant Controller to set up basic controls in following the plants first budget year.
- Began implementation of a new SAP operating system.

**AdvancePierre Foods, Rome, GA, Amherst, OH, Claremont, NC** **2009 – 2015**  
AdvancePierre Foods is a \$1.6 billion frozen foods protein further processor, and the country's largest sandwich manufacturer. The company's majority shareholder was Oaktree Capital Management, who took it public in 2016.

**Plant Manager, Claremont, NC** **2013 - 2015**

Just prior to my reassignment, Claremont, an 1000 non-union associate sandwich assembly plant, had failed its annual SQF Level III certification audit and was placed on surveillance, was having union activity in the maintenance department, and had very poor results on an "all associate" attitude survey. In the last half of 2012, Claremont's conversion cost increased 15.3% when compared to the first half of 2012. Was transferred to Claremont in January 2013.

- After the plant failed an SQF audit just prior to my arrival, passed SQF Level III surveillance audit in April, 2013. In October, 2013, passed annual SQF Level III certification audit with a score of 92%.
- After disappointing 2012 plant performance prior to my transfer, was able to reduce conversion cost back to budget expectations in 2013, and held 2014 budget flat despite \$1.5 million increase in fixed corporate charges two years running. Came in under budget in 2014, with \$4 million in executed cost savings.
- Designed and received corporate approval to revamp the entire plant wage structure, implementing a "pay for position" structure for all direct labor, and a "pay for skill" structure for all indirect labor. Went from 172 distinct pay rates to less than 25.
- In 2 year period, implemented over \$6.5 million in cost savings projects including a 19% reduction in indirect labor, \$1 million reduction in material waste and give-away, and a \$3 million+ productivity improvement in bakery and sandwich assembly performance.

- Improved safety performance by reducing OSHA TIR to 0.42, the lowest in APF's 9 plant system and 14 times lower than "like industry" average TIR of 6. Reached 3 million hours without a lost time accident in 2014.
- Cut consumer complaints from 9 per million pounds sold to 5 per million pounds sold.
- Kicked off a 2 year initiative for an innovative and best in class, plant wide training program for all incoming and existing associates. Once finished, this program will be the gold standard for the food industry.
- In December 2013, at the annual Sales Convention in Ft. Worth, TX, was selected by the recently hired 2013 Senior Leadership, including the CEO and the SVP of Operations, to receive APF's highest Leadership award, "People Excellence".
- Only APF Plant to earn a 100% Gain Sharing bonus for 2014 performance, exceeding financial targets by \$400,000, delivering a 99.3 customer service level, with a 0.42 TIR safety mark, and a quality defect rate less than 0.0012.

**Plant Manager, Amherst, OH**

2010 - 2012

Decision was made to shut down Rome facility and move operations into other AdvancePierre facilities, post merger. Closed and handled the sale of the Rome plant, before being sent to Amherst in September, 2010, to turn around a 150 non-union associate sandwich assembly plant facing leadership and cost issues, and another consolidation target if results were not significantly improved.

- In first year, took plant to SQF Level II. In second year, took plant to SQF Level III.
- Through a focused review of in-house talent, pushed decision making down one level resulting in a 36% reduction in salaried headcount, from a total of 14 down to 9.
- In first 3 months, put together a \$1.5 million capital improvement plan with a one-year payback, which corporate approved in February, 2011.
- With short-term improvements, the current momentum, combined with a solid turnaround plan, the company transferred in 30 new skus from sister plant due to sandwich growth. Grew labor force from 150 to 350 in 2011.
- In 2012, driven by significant retail and co-pack customer growth, added 4 more sandwich lines and maximized output on existing lines. Grew labor force from 350 to 750 during a 9 month period.
- In October 2012, recognized at the annual Sales & Leadership Convention in Orlando, FL, with two prestigious awards, one for Excellence in Leadership Development, and one for Product Innovation. Only 5 company-wide Founders awards were presented to the top 150+ leadership positions.

**Plant Manager, Rome, GA**

2009 - 2010

Recruited by a former ConAgra co-worker to resuscitate a plant on life support. Focusing on job ownership with the leadership team, significantly improved the key indicators in this USDA plant of 360 non-union associates.

- Despite a 19% volume decline, reduced year over year conversion cost 3%. Primary improvements were driven by \$2.5 million in productivity gains combined with an aggressive reduction in overhead costs.
- In 2009, reduced previous year's OSHA Total Incident Rate from 4.3 to a "best in company" TIR of 0.69. Only one recordable injury in 7 months.
- Improving process controls, reduced customer complaints by 6% with increased product consistency.

**HC Brill, Atlanta, GA**

2008 - 2009

HC Brill is a \$500 million food division of CSM, a Dutch company. It provides ingredients and ready to eat cookies, cakes, and laminated products in the food service, in-store bake, and industrial markets.

**Plant Manager** – Hired through a retained search to lead a quick and effective turn around of a 400 non-union associate frozen dough and baked goods facility. Assimilating a strong leadership team, excellent first year results were achieved by engaging the workforce with Lean Manufacturing and TPM technology.

- Reduced conversion costs 16%, from \$.50/pound to \$.42/pound despite a more difficult product mix.
- Reduced Salaried headcount by 25% while upgrading leadership talent. Reduced hourly headcount by 10% while improving productivity (OEE) by 12%.
- Re-engineered Quality and Sanitation departments with all new SOP's, giving outstanding results. In the fourth quarter of 2008, the plant had 5 outside audits scoring over 90%, with 3 of these audits scoring over 95%, against their respective sanitation/quality audit criteria.

- In the first 5 months of 2008, the plant continued its long history of poor safety performance with 14 recordable accidents. In the last 7 months of 2008, the trend was significantly improved to 4 recordable accidents, including 100+ days accident free for the first time in the plants history.

**ConAgra Foods, Oakdale, CA**

**2003 - 2007**

ConAgra Foods is a \$15 billion food company with over 100 brands serving the retail, food service, and food ingredient markets.

**Director of Operations** - Hired through a retained search firm to significantly influence the performance of the 100-year-old, 700,000 sq. ft. Oakdale cannery and its 850 union associates (490 seasonal). This facility provides over \$500 million in retail and food service sales through the Hunts, Rosarita Refried Beans, Manwich, Angela Mia, and Rotel brands. In addition to year around manufacturing, the facility also processes a seasonal harvest of fresh vine ripe tomatoes.

- In a two year period, provided fast paced leadership to take \$9+ million out of the product conversion cost by reducing labor and overhead, while improving productivity, energy usage, and yields. FY06 actual represents a 12% reduction in conversion cost when compared to FY05 plan.
- Reduced hourly headcount by 200, bringing the total seasonal headcount down from 850 to 650 employees, and reducing the year around headcount from 360 to 300 employees.
- Negotiated a 16-month, zero based contract with the Teamster Union. Was successful in moving the long standing expiration date from June 30<sup>th</sup>, one week before the start of the tomato harvest, to October 31<sup>st</sup>, which is two weeks after the completion of the annual tomato season. Despite a \$.05 wage increase for 35% of the associates, as well as a freeze in pension benefits, the contract was ratified by a 2 to 1 margin. This effectively disarmed the Union and will benefit the management team at Oakdale for many years to come.
- Reduced the salaried headcount by over 25%, while selectively turning over key plant leadership positions that failed to empower and leverage the resources under their direction.
- Won the Division's Most Improved Safety Record award in FY05, reducing the TIR to 2.96.
- Improved summer seasonal productivity from a dismal 50% efficiency in 2003 to a respectable 80% seasonal summer productivity in calendar year 2006. Raised year around productivity from 63%, achieving 75% and on target to reach 85% in 18 months.
- For protecting natural resources, received three Sustainable Development awards from ConAgras's CEO at awards banquet in Omaha during two year period. Only 8 awards given across 100+ locations. Through a variety of energy saving initiatives, reduced annual energy usage by \$1,000,000.
- Reduced yield loss rate from 2%+ to less than 1.3%, bringing \$1.2 million to the bottom line.

**Country Home Bakers, Atlanta, GA**

**2001 - 2003**

Country Homes Bakers is a \$170 million family owned company that specializes in frozen cookie and bread dough, sweet goods, biscuits and pies.

**General Manager Operations** - Recruited by a former boss to act as a change agent for two manufacturing facilities with 380 associates.

- Started up a new \$15 million state-of-the-art frozen pie plant. Developed all SOP's and quality systems.
- Created a team-focused environment with lean salary support, placing the decision making on the floor with a non-union workforce.
- Turn around of an inefficient manufacturing facility by facilitating a 15% reduction in union labor coupled with a re-engineering of the salaried overhead structure. Negotiated three-year contract with a net zero increase in total labor costs over the life of the contract.
- Changed the historic directive management style to one of communication, empowerment and ownership. Introduced 6 Sigma to leadership team.

**Hain Celestial Group, Los Angeles, CA**

**1999 - 2001**

Hain Celestial is a \$500 million branded natural foods company, specializing in baked & processed organic products.

**General Manager Operations** - Recruited through a retained search firm to provide leadership for the newly purchased \$70 million Health Valley Division.

- Consolidated operations of 3 recently purchased West Coast companies, eliminating \$10 million in overhead costs.
- Decertified the BC&T Union at the 260 Associate Irwindale, CA facility through a proactive and positive employee relations initiative.
- Upgraded 50% of key management positions while reducing total salaried overhead by 20%.
- Reduced direct operating costs by \$4 million with improvements in throughput efficiencies, reduced waste and a consolidated sku mix.

**SARA LEE, Traverse City, MI**

**1993 - 1998**

Sara Lee, Bakery Division, is a \$1 billion branded frozen baked goods supplier servicing the retail, food service and bakery deli channels.

**Director of Operations** – Hired by a former boss to take responsibility for the manufacture and distribution of frozen pies and dessert cups, directing 700 union employees in a 350,000 sq. ft. facility, providing \$200 million in product sales.

- Improved the financial performance of the plant from last to first in the Bakery Division in less than three years, targeting increased productivity and yields, coupled with reduced scrap, thrift, downtime, and overhead spending.
- Directed a \$16 million facility capacity expansion including a new oven, new spiral freezer, new cook room, new packaging lines. This accelerated project was up and running less than 7 months after project approval.
- Significantly improved plant safety performance with a 65% injury reduction.
- Restructured and reduced salaried overhead cost by 15%.
- Created a more productive and professional management/union environment in a previously militant environment. Negotiated a 5-year contract that was ratified 9 months prior to the expiration of the current labor agreement, coming in 10% below economic targets.
- Facilitated a McKinsey TOPS initiative in Sara Lee's Tarboro, NC plant identifying \$15 million in cost reduction projects.

**KRAFT GENERAL FOODS, Mattoon, IL & West Seneca, NY**

**1985 - 1993**

Kraft General Foods is a \$20 billion branded Food Company servicing all segments of the food industry.

**Plant Manager, Mattoon, IL**

**1989 - 1993**

Promoted to take complete operating and strategic responsibility for all supply chain functions at a state of the art, 325 associate, union free, frozen bagel facility and distribution center.

- The first and only Plant Manager in KGF's history to lead a plant team to a perfect score on their 24 category 5 day, Corporate Quality Standards Audit. Areas audited include Quality Administration, HR Utilization, Product and Process Design, Purchased Material and Production Controls, and Product Field Performance.
- During career with KGF, returned \$10 million to the bottom line by directing 8 consecutive years of below budget operations performance. Engaged the floor associates to lead continuous improvements in productivity, coupled with cost avoidance initiatives, reducing 1993 manufacturing costs to less than 90% of 1987 costs.
- Chosen from a field of 36 Plant Managers to receive the highest operations award, the 1991 Penguin Leadership Award from the President of the Frozen Products Group.
- Utilizing leading edge technologies, managed a \$16 million, fully automated and process controlled bagel expansion project, increasing product capacity by 50%.

**Plant Manager, West Seneca, NY**

**1985 - 1989**

Gained control of a high risk, 300 union Associate, Lender's frozen bagel plant and distribution center, which represented 60% of the company's volume in 1985.

- Turned around a high cost, high accident, under-capitalized, inefficient facility by strategically planning and implementing a significant reorganization of salaried and hourly personnel, coupled with a re-engineering of the plant's infrastructure and production lines.
- Improved productivity by 25%, driving the plant to the position of low cost producer, which the company recognized in 1988 by investing \$5.5 million in the facility to introduce their first significant retail product design change and market introduction in 5 years.

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## EDUCATION

**B.S. Industry and Technology, Summa Cum Laude, Northern Illinois University 1974**  
**Darden Graduate School Executive Education, University of Virginia 1992**