

Q

Could KCC review the cost difference between family and single health insurance coverage?

A

Thank you for sharing this. The increase in premium contributions when moving from Employee Only coverage to Employee & Spouse or Employee & Children coverage reflects the added cost of covering additional people and the increased claims exposure that comes with those tiers. Differences between coverage tiers are common among employer-sponsored health plans. KCC works with its insurance providers each year to review plan costs and employee premiums while balancing competitive benefits, affordability, and the Company's overall benefits investment.

Q

Employees are concerned that restroom capacity at Technology may not be sufficient for the number of employees.

A

Thank you for the feedback. Leadership is aware of the restroom capacity concerns at Technology and appreciates you bringing the issue forward.

Q

Employees appreciate KCC's team-oriented culture and opportunities provided by leadership to grow and succeed.

A

Great to hear!

Q

Could KCC improve external communication and marketing, including communication related to KCC Select?

A

Thank you for identifying an area where we can improve. We need more specific information to act on the feedback. Please provide examples of what you believe needs improvement with external communication, marketing, or KCC Select.

Q

Could required training be better matched to the employees and job duties that actually need it?

A

Some required trainings may not feel directly pertinent to every role, but they are general trainings we must complete with team members to stay compliant with Kentucky requirements. They are meant to be short (about 20 minutes) and site-specific. We appreciate everyone completing the monthly trainings. Completion is typically above 99% across all facilities.

Q

Employees appreciate KCC's efforts to bring in new business opportunities.

A

Thank you!

Q

Could the hiring process place greater emphasis on matching applicants' skills and experience to the positions being filled?

A

Thank you for sharing this. KCC continues to search for talent through a variety of recruiting methods and works to identify candidates with the necessary skills, while staying consistent with the guidelines and cost structure we have to follow. We are also proud of developing employees from within. Many of our skilled employees and leaders have advanced through internal opportunities, training, and on-the-job experience.

Q

Could KCC improve follow-through on projects so important work is completed instead of being delayed?

A

Thank you for the feedback. Priorities do change in order to meet changing customer expectations and circumstances, which can be frustrating. In contract manufacturing, if one customer's need moves up, another project may be delayed. We will keep working to finish what we start whenever the schedule allows.

Q

Employees appreciate Voicebox responses being posted for everyone to see and would like that to continue.

A

Thank you! We will keep posting Voicebox answers so everyone can see them.

Q

Could KCC review pay differences between new and current employees and consider a more structured pay approach?

A

Thank you for sharing this. KCC is committed to a fair and competitive compensation program while keeping up with labor-market changes needed to attract talent. We will take this suggested approach into consideration as we continue to monitor our compensation practices.

Q

Employees appreciate KCC's focus on safety and suggest considering whether safety personnel need additional authority.

A

Thank you for the kind words and the suggestion.

Q

Employees support the Trane transition and suggest reviewing product and production processes to make assembly more efficient and support higher production levels.

A

Great ideas. There is a plan to refresh the OA product line. The timeline has not been established because of higher-priority contract manufacturing projects.

Q

Could Engineering computers be upgraded with more RAM and stronger processors to better handle required data and software?

A

Thank you for the suggestion. We are always looking for opportunities to improve our technology and provide employees with the tools they need to work effectively. We appreciate you sharing this for consideration.

Q

Employees have noticed improvement in material delivery to Line 4.

A

Great to hear!

Q

The second-shift Teams communication tab and issue tracking have helped improve communication between groups.

A

We are glad that is working.



Q

Communication between C&A and MF has improved recently.

A

Great news. Keep it up.

Q

Employees find Joel’s Town Halls informative and would like them to continue.

A

We are glad they are helpful.

Q

Town Halls have helped production employees receive updates about the transition away from Trane.

A

Great to hear.

Q

Employees appreciate the TV graphics, Chris Cook mascot, and Spanish translations in company communications.

A

Thank you — and thanks to Chris for being a good sport.

Q

Employees appreciate KCC’s efforts to promote from within when possible.

A

Thank you!

Q

Employees feel the new-hire training and orientation program has improved.

A

Thank you for saying that.

Q

Employees feel the newsletter has improved.

A

Thank you.

Q

Employees appreciate Grassland engineers coming to the floor when support is needed.

A

Thank you for saying that.

Q

Employees value Engagement Lunches as a way to communicate with leadership, ask questions, and share ideas, and would like them to continue.

A

Thank you for the positive feedback. That is exactly what Engagement Lunches are intended to provide — an opportunity for employees and leadership to have open conversations, ask questions, share ideas, and learn from one another. We look forward to continuing them.

Q

Employees appreciate the quarterly bonus and \$0.20 wage increase and would like KCC to continue these programs.

A

Thank you. We are glad these programs are meaningful. We appreciate everyone's hard work and will continue to evaluate opportunities to recognize and reward employees.

Q

Could KCC consider a retention bonus in addition to the current referral bonus?

A

Thank you for the suggestion. This is the kind of idea we want through Voicebox. The details and criteria would need to be evaluated, and suggestions like this give the company new options to consider as we look at future ways to recognize and retain employees.

Q

Could newer employees receive additional tape-measure training for jobs that require accurate duct-support placement?

A

Thank you for the suggestion. Learning & Development is aware of the need and is working to make sure employees receive the appropriate training and support, including fundamental skills such as reading a tape measure.

Q

Could Grassland develop a more formal Kanban process for managing stock parts and replenishment?

A

Thank you for the feedback. This is specific to Grassland, and Grassland leadership is aware of the Kanban concerns and is working to improve the process.

Q

Could second shift have a faster way to reach programmers when support is needed?

A

Thank you for the feedback. Teams chat is available to 2nd Shift and can be used to reach programmers more directly, just as it is used on 1st Shift. Please use that option when a quicker response is needed.

Q

Could Teams be added to tablets for Lasers and Brake Press so employees can contact support and access needed prints?

A

Thank you for the suggestion. This is specific to Grassland, and Grassland leadership is discussing options to improve access and communication in these areas.

Q

Could operators have better tablet access so they can update the issue log as problems occur?

A

Thank you for the suggestion. This is specific to Grassland, and Grassland leadership is discussing options to improve access and communication in these areas.

Q

Could nitrogen alarms or notifications be added near 523 and Line 2 so employees know when nitrogen is low or unavailable?

A

Thank you for the suggestion. The Grassland Plant Manager is aware of the concern about nitrogen alarm visibility and is looking at options to improve notification in these areas.

Q

Employees asked for summaries of Joel's videos on SharePoint for quick reference.

A

Thank you for the suggestion. Summaries of Joel's videos are now available on SharePoint, which should make it easier to review the key updates quickly.

Q

Employees would like senior leadership to spend more time on the production floor, in addition to Town Halls, so employees are seen, heard, and engaged.

A

Thank you for the feedback. As things continue to settle following the transition from Trane, you can expect to see more senior leaders spending time on the floor, as has traditionally been the practice at KCC. Town Halls will also continue.

Q

Could there be a process for quickly notifying other lines, MF, Warehouse, and affected areas when a production issue is discovered?

A

Thank you for the feedback. Communication is especially important when an issue may affect multiple areas. We are working on ways to improve how information is shared across production, MF, Warehouse, and other affected teams.

Q

Could Engineering come to the floor when possible to see and help resolve issues entered in the issue log?

A

Thank you for the feedback. Engineering responds to floor issues whenever possible, and in many cases an engineer will come directly to the area. Immediate availability is not always possible, but issues entered in the log are reviewed and addressed.

Q

Employees would like more consistent communication so different areas receive the same accurate information about an issue.

A

Thank you for the feedback. Clear and consistent communication is important and can be a challenge in any organization. We continue to look for ways to improve how information is communicated across KCC.

Q

Could KCC review the policy requiring employees to use PTO when they are sick and consider other options?

A

Thank you for the feedback. KCC regularly reviews policies and benefits, taking into account employee feedback and market practices. We appreciate the suggestion and will keep it in mind as policies continue to be evaluated. We cannot commit to a change at this time.

Q

Employees would like regular production updates to resume and want clear, complete information along with opportunities to ask questions.

A

Thank you for the feedback. Quarterly production updates have been temporarily on hold and are expected to resume soon, which will give employees more opportunities to receive updates and ask questions. Employees should always feel comfortable asking questions and raising concerns through the appropriate channels.

Q

When both conference rooms are being used for meals or events, could groups use a temporary covering they put up and take down themselves?

A

Thank you for the suggestion. We will not be installing or purchasing window dividers for the conference rooms. If a group using a room would like to put up something temporary to reduce visibility between rooms, that is fine, but it must be taken down when the meeting or event is over.

Q

Employees asked about communication, equipment, and organization in the Grassland Paint area.

A

Thank you for bringing this forward. Grassland leadership has already addressed this concern.

Q

Could programming add a line or small hole showing where duct supports should be placed to improve consistency and quality?

A

Thank you for the suggestion. This is currently being worked on.

Q

Could leadership training include ways to keep meetings focused, concise, and centered on the work or plan being discussed?

A

Thank you for the feedback. Please provide specific examples of meetings or comments that felt off topic. Some meetings may not apply to every work location, but the information can still be important for other teams or for the company as a whole. Concrete examples will help us review how those meetings are run.

Q

Employees would like company updates to be communicated consistently across shifts and teams so everyone receives important information at about the same time.

A

Thank you for sharing this. Communications and leadership have worked to make it clearer that information received should be passed on to all teams. Everyone has been receptive to doing this.

Q

Employees support Contract Manufacturing but want existing processes strengthened as new work and processes are introduced.

A

Thank you for the feedback. Leadership and the Quality team are aware that existing processes still need work and that those issues should not be ignored as we move into contract manufacturing. We believe we can run current and new processes at the same time while continuing to improve the older ones.

Q

Could Kinetic reliability and accuracy continue to be improved so it works consistently across all required functions?

A

Thank you for flagging this. We work on Kinetic constantly and are doing everything we can to make it as accurate and reliable as possible. It is a priority, and the team will keep improving it.

Q

Could KCC consider a limited option for employees to borrow against upcoming vacation time under specific guidelines?

A

Thank you for the suggestion. Some companies allow employees to borrow a limited amount of upcoming vacation under specific rules. At this time that would create issues with tracking, payroll, and related processes, so we are not able to offer it. We appreciate the idea.

Q

Could employees have an easy way to check their current ESOP information throughout the year?

A

Thank you for the suggestion. ESOP updates are sent out yearly. If you did not receive yours, cannot find it, or would like a copy later in the year, email HR and they will print one for you.



Q

Could KCC improve communication between departments so teams know when similar projects are already underway and avoid duplicated work?

A

Thank you for raising this. Overlapping work between departments is a real issue. Leadership is working to improve communication and make it easier to see what is already in progress so teams can connect earlier instead of discovering the overlap after work has started.

Q

Could KCC consider an additional birthday benefit, such as allowing employees to take the day off without receiving an attendance point?

A

Thank you for the suggestion. We like the idea of recognizing employees on their birthday, including an unpaid day off without an attendance point. We are not ruling it out. Right now we cannot put it in place because of customer needs and the coverage required to meet production and delivery commitments.

Q

Could KCC consider shortening the amount of time it takes for attendance points to expire?

A

Thank you for the question. Shortening the time before attendance points expire usually means fewer points can be allowed overall, because the record would no longer reflect a full year. Points are meant to show a pattern of reliability. Attendance also affects staffing, line coverage, and customer commitments, so the current window keeps the standard clear for the whole year. We are not changing the expiration timeframe at this time.



Q

Could KCC explain how major equipment investments are prioritized, including the need for required tooling and other equipment requests?

A

Thank you for the question. Large capital purchases and smaller tool requests are reviewed differently. A multi-million-dollar forming line is typically approved against a longer production plan, capacity, customer demand, and the mix of work the plant is expected to run. A smaller equipment request is judged on its own volume, payback, and whether existing processes can cover that work. Tooling, installation, and programming often follow a machine in stages, so equipment can look idle before everything is in place even when the investment is still moving forward. If you want a clearer picture of a specific project, ask that question directly and we can walk through it.

Q

Employees would like annual performance reviews to better distinguish between different levels of performance.

A

The 2025 Performance Review system on the 3-point scale is not scheduled to be repeated in 2026 and beyond. In its place will be a different scoring system with an updated matrix of demonstrable behaviors that allow leaders to rate team members more objectively. The new system will give greater granularity so high performers can be recognized separately. Learning & Development will publish a video explaining the 2026 system, along with updated training for leaders.

Q

Could newly promoted Team Leads and Supervisors receive a short onboarding program covering administrative systems such as Outlook and other tools they may not have used before?

A

We agree. The administrative side of a new leadership role can have a steep learning curve. That is one reason Learning & Development partnered with Production, Quality, and Safety leaders at Technology and Grassland on the Emerging Leaders Course — a 5-day onboarding course for new Team Leads and Supervisors using the Safety, Quality, Delivery, and Cost (SQDC) framework. Part of that course covers the software and systems leaders use every day. The course is scheduled to be piloted and then rolled out more broadly.

Q

Could KCC establish more consistent processes and expectations across plants to make operations and employee transitions between locations easier?

A

Manufacturing management is working to standardize standards, expectations, and processes across plants as much as possible. They will never be exactly the same because the plants differ in products, manufacturing processes, and customer expectations.



Q

Could KCC create a clear list of roles and points of contact so employees can quickly reach the right person for specific issues?

A

This was raised in a staff meeting, and each department has been asked to put together a point-of-contact list. That work is underway.

Q

Could equipment reliability be improved so machine issues do not prevent employees from meeting production goals?

A

Thank you for the suggestion. Maintenance is investigating how to implement a program aimed at improving equipment reliability.

Q

Could production demand be balanced more evenly throughout the year to reduce employee fatigue and potential quality concerns?

A

Production volume depends largely on customer order timing. The business is cyclical — busier in warmer months than cooler months. We cannot control when customers order or when they want product; we can control our manufacturing processes. Overtime is high right now, and we expect process improvements to help bring overtime down as volumes increase. Ideas on how to do that are welcome.

Q

Employees appreciate seeing customer and visitor tours because it shows that KCC is actively pursuing new business.

A

Thank you. Business opportunities continue to increase. We will not have another all-encompassing contract like Trane; that relationship got us here but was beginning to constrain growth. We are growing a representative network across the country and Canada, and we continue to grow the product portfolio through new product development and contract manufacturing.

Q

Could Warehouse receive earlier notice when space will be needed for new equipment so teams have time to plan for layout changes?

A

Production leaders in Manufacturing, Manufacturing Engineering, Maintenance, and Supply Chain know about new equipment months before it arrives. Layout changes should be planned in advance rather than handled on the fly. We will reinforce that communication with Warehouse.



Q

Could KCC encourage a stronger problem-solving culture that focuses on fixing issues instead of determining which department is at fault?

A

Thank you for raising this. Manufacturing Leadership is working with Learning & Development on leadership training for Supervisors and Team Leads covering expectations, acceptable behaviors, and problem-solving methods. That training is expected to roll out in the coming months.

Q

Could electrical assembly standards be more consistent so units with the same model number are wired and assembled the same way?

A

You are right that consistency matters here. Engineering is working on a plan to standardize this as much as possible. It is a difficult task because of the number of variations, and controller changes add complexity. There is not a short-term fix, but a longer-term solution is being worked on.

Q

Could second-shift start times be adjusted to help reduce morning parking congestion and improve parking availability?

A

We are working on a short-term solution for the parking problem until more of the Piston lot is available. A plan should be announced soon.