

ENGAGED EMPLOYEES, SUCCESSFUL COMPANY

ABOUT CABINET DOOR SERVICES. Cabdoor is a custom cabinet door manufacturer supplying the small to medium cabinet maker in Salem Oregon and has had a 10-year long relationship with the Oregon Manufacturing Extension Partnership (OMEP). Initially, Cabdoor worked with OMEP to create a profitable and streamlined operation through implementing lean throughout the manufacturing floor and support areas. Since then, OMEP has been an integral part of Cabdoor's success by setting strategy, improving sales, and providing business advisory services.

THE CHALLENGE. Cabdoor has realized that a key recipe for maintaining a competitive edge is to develop and engage their current workforce while attracting new hires compatible with their culture. Cabdoor has revamped their mission and core values to reflect their commitment to employees. Their mission is 'Success' for their employees, customers, and the organization. Cabdoor was challenged with high turnover, poor training quality, long training times, and a dependence on tribal knowledge. This created unnecessary labor costs, losses in production, quality issues, low employee morale, and constricted growth.

MEP CENTER'S ROLE. A few years ago, Cabdoor collaborated with OMEP to transform their core values and beliefs. In order to remain competitive, they needed to create an engaged workforce to minimize turnover, improve time to proficiency, and create a learning culture to increase problem solving by the people doing the work. Fundamentally, they wanted to reinforce the belief that the success of their employees is linked to the success of their clients and organization. OMEP and Cabdoor implemented an approach called Smart Talent to build the company culture by designing a job skills training system that drove cultural initiatives and improvements. For instance, development paths, career ladders, highly skilled trainers, and coaches were put in place. Tenure or favoritism was replaced by an objective compensation and performance management system based on skills, knowledge, and performance.

"The OMEP approach to training and change within the organization has "rocket launched" CabDoor to new heights in our Lean transformation transforming our business model from the inside-out. But, the real opportunity is not in what we started and accomplished, but in where we are now capable of going!"

-Cliff Stites, Owner

RESULTS



90% reduction in training time



Increased organizational productivity



Increased sales by \$2.2 M



Created 18 jobs



\$1.2 M in capital equipment

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