

CONTINUOUS IMPROVEMENT

ABOUT SMS GROUP CORPORATE OFFICES. SMS Group Inc. Inc. (SMS) is headquartered in Allegheny County, Pennsylvania, and is a global leader in aftermarket service and re-manufacturing of equipment for the steel and metal industries.

THE CHALLENGE. Catalyst Connection met with SMS Group Inc. to discuss the company's desire to implement a culture survey across the multiple SMS Group Inc. locations, including the corporate office. Catalyst Connection's managing director of organizational development conducted a baseline assessment of employees' perceptions of the SMS employment practices, management structure, and work methods which impact the employees' engagement satisfaction. The purpose of the culture survey is to see where SMS Group Inc. should make improvements in regards to employee engagement, satisfaction, and morale.

MEP CENTER'S ROLE. SMS received detailed quantitative and qualitative data analysis outlining cultural strengths and opportunities for each of its 11 plants. Senior leadership embraced the results, and adopted recommendations for improving both manufacturing and office work environments with a goal of being recognized as an "employer of choice." In addition to the culture surveys, Catalyst Connection's continuous improvement team, Eric MacDonald and Todd Tommaney, met with management at SMS Group Inc. to discuss their current production process and their need to identify process improvements. Eric and Todd assisted with process flow design, improvement of process workflow, and facility layout improvements.

"We have struggled with the implementation of 5S for several years. Catalyst Connection provided us with the missing piece-- a strong, proven system to implement and sustain 5S improvements. "

-Jason Burns, General Manager of Safety and HR

RESULTS



\$450,000 in cost savings due to employee retention



\$250,000 in new investment

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