



ROSENBOOM

Custom. Crafted. Cylinders.

Case Study



Years in Business

47



Number of Employees

775



Employees Enrolled in Tooling U-SME

650

Hydraulic Cylinder Manufacturer Decreases Scrap and Rework with Tooling U-SME



INTRODUCTION

Founded in 1974 in northwest Iowa as a tool and die shop, Rosenboom faced many challenges; business success fueled rapid growth which contributed to excessive scrap and rework resulting in difficulties making on-time deliveries. With the help of Tooling U-SME, the company was able to effect positive change.



ABOUT ROSENBOOM

Rosenboom creates custom-crafted hydraulic cylinders for original equipment manufacturers in many industries. More than 90% of its welds are done robotically to ensure consistency and integrity. All welds are examined by internally certified visual weld inspectors, backed up by a full weld certification lab. In addition, a team of AWS-certified welding inspectors (CWIs) — including a senior CWI — ensures the highest level of workmanship.



CHALLENGES

In 2007, Rosenboom was going through a period of rapid growth, causing a considerable delivery backlog. In addition, it was facing an abundance of scrap and rework, partially due to training that was inconsistent and filled with gaps. The company also needed to satisfy Occupational Safety and Health Administration (OSHA) compliance requirements for powered industrial truck training, paving the way for annual recertification by the government agency.

Plus, several of Rosenboom's major customers were becoming certified by the International Organization for Standardization (ISO), leading them to require that Rosenboom become ISO-certified also.

Rosenboom began researching companies that could help implement a standardized training program. In 2007, Rosenboom partnered with Tooling U-SME to introduce a new training program as part of a company restructure to address significant onboarding challenges. Initially, Rosenboom used Tooling U-SME for just a few online classes to augment classroom instruction and on-the-job training.

Of the various training methods implemented through this initiative, employees found Tooling U-SME classes to be the most helpful, says Don McLeland, manufacturing trainer for Rosenboom. “They were learning things online that were immediately applicable to the operations they were doing,” he says.

In 2012, members of Rosenboom’s human resources team spoke to Tooling U-SME representatives about taking online training to the next level. Shortly thereafter, completing Tooling U-SME classes became a company expectation instead of an option. “We have 100% involvement, commitment and participation, and have had, for every employee starting since 2014,” says McLeland.

Required and Developmental Classes

“When we onboard employees for production roles and make initial assignments, we tell them that it is an expectation, and we ask them to work daily until those assignments are done,” says McLeland. “Those new hires are typically assigned about 23 to 25 courses, which they complete within the first month or so.”

“We have built Tooling U-SME courses into our skills assessments,” adds Angie Johnson, training and development coordinator at Rosenboom. “When employees do their first evaluation, [Tooling U-SME class completion] is a requirement to pass to the next class, and it affects wages. Each department has built requirements; each is a little bit different.”

Self-Paced Learning

Both Johnson and McLeland say the online aspect of Tooling U-SME courses has proven to be an asset, allowing employees to work at their own pace, as well as explore machines via interactive features such as diagrams, animation, and videos.

Another appealing feature, says McLeland, is that employees have the option to listen to Tooling U-SME courses via headphones while reading the course text, or to turn the audio off and just read. It satisfies all learners’ preferences.



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Tooling U-SME Classes Passed Collectively by Employees

10,510



Locations

Sheldon, Iowa (headquarters)

Spirit Lake, Iowa

Bowling Green, Ohio

Best Practices

According to McLeland, Tooling U-SME classes have been instrumental in helping Rosenboom create training best practices. “We’ve made substantial improvements in orientation,” he says. “One of our best practices was the creation of an standardized onboarding program which includes a set of classes that new employees are expected to complete.”

Employee Progression

According to McLeland, Tooling U-SME classes have helped employees build career paths and advance within Rosenboom. “They’re given opportunities to take advanced classes, to transition from production to the next level, and some have gone on to supervisory roles,” he says. “People want to take advantage of it and are willing to make an effort within the company to grow.”

Tooling U-SME training also helps employees change departments, says Johnson. Referring to a forklift driver who wanted to become a CNC machine operator, she recalls the employee initially saying, “I’m a forklift driver; I know part numbers and where they’ve got to go within the shop. I know nothing about CNC.” Yet after completing Tooling U-SME classes on CNC, the same employee said, “Everything clicked for me.”

Working Relationship

Both McLeland and Johnson say one of the things they are most impressed with is their relationship with their Tooling U-SME customer success manager.

“Sometimes I just touch base with her to say, ‘What are some things that we’re maybe not utilizing that you think would be beneficial?’ and I know she’ll be very good at sharing and helping us deliver the best possible training program that we can,” says Johnson.



“The Tooling U-SME classes filled a knowledge gap to ensure she understood the machining process,” says McLeland.

Training Department

- One training and development coordinator
- Two manufacturing trainers

Tooling U-SME Classes Taken Per Employee, Per Year

- 23 to 25 assignments for new hires, assigned and completed within the first five to six weeks of employment
- Additional classes as needed, depending on employee

Physical Training Setup

- Dedicated training room with Internet access
- Projection screens and large TV screens for instructor-led training and online instruction
- Computers adjacent to workstations on the shop floor

RESULTS

Since partnering with Tooling U-SME, Rosenboom has strengthened the consistency of its training. This, in turn, has led to several important benefits, including:

On-Time Delivery

Prior to offering Tooling U-SME training, the company had a considerable delivery backlog caused by a period of rapid growth. By comparison, McLeland says Rosenboom's on-time delivery rose to 98% for the three years just prior to the COVID-19 pandemic. "That was significant for us," he says.

Less Rework and Scrap

According to McLeland, Rosenboom has seen large reductions in scrap and considerable reductions in rework since Tooling U-SME training was implemented.

Increased Retention

Employee turnover, which stands at 13^{1/2}% in 2021, has decreased about 10% since Tooling U-SME online classes were introduced.


Continuous Improvement

"Tooling U-SME has definitely helped us make improvements in everything that a manufacturer wants to make improvements in," says McLeland. "It helps our employees understand a little bit more about ISO certification and why it's important, helping us create a culture of continuous improvement. It's definitely helped us become more the kind of company that we want to be."



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Employee turnover, which stands at 13-1/2% in 2021, **has decreased about 10%** 

INTO THE FUTURE

In addition to continuing to use Tooling U-SME classes for new hires, Rosenboom is exploring using the training to prepare employees for industry certifications. "I think it's great that Tooling U-SME offers certifications," says McLeland. "Tooling U-SME is very dedicated to promoting, recruiting and training people in manufacturing, and that's a great partnership."

Another area of the company that Rosenboom may expand to is robot and cobot training. "Tooling U-SME is always coming out with content for the latest manufacturing innovations, and we're always interested in that," says Johnson.

McLeland recommends Tooling U-SME to other manufacturing companies looking for help with standardized workforce training. "It is thorough, but it doesn't speak above people," he says. "It's presented in

lay terms so that it's easily understood. The ability to get such excellent information that learners can digest at their own rate is definitely an asset. And even those participants in the program who may not immediately acknowledge that they enjoy doing it will begrudgingly admit that it was one of the best things that we provided for them."

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To find out how Tooling U-SME can help your company create a world-class training program, call 866.706.8665 or email info@toolingu.com



Tooling U-SME delivers versatile, competency-based learning and development solutions to the manufacturing community, working with more than half of all Fortune 500® manufacturing companies, as well as 600 educational institutions across the country. Tooling U-SME partners with customers to build high performers who help their companies drive quality, profitability, productivity, innovation and employee satisfaction. Working directly with hundreds of high schools, community colleges and universities, Tooling U-SME is able to help prepare the next-generation workforce by providing industry-driven curriculum. A division of SME, a nonprofit that connects all those who are passionate about making things that improve our world, Tooling U-SME can be found at toolingu.com or on Facebook and Twitter.



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3615 Superior Ave. East | Building 44, 5th Floor
Cleveland, OH 44114 | 866.706.8665

toolingu.com