

CASE STUDY



viega



125+ Years
in Business



1,200 Employees;
New Ohio Facility
Launched



High Turnover,
Inconsistent
Onboarding

Viega Taps Tooling U-SME to Build World-Class Training Framework to Meet Growth Demands



CHALLENGE:

Rapid Growth Powers Need for Structured Training

For more than 125 years, Viega's commitment to quality has helped them achieve their vision of providing safer, faster, and cleaner plumbing technology for use in projects across the globe. Having established a manufacturing and distribution footprint in North America with 1,200 employees, the company was facing rapid growth, including the launch of a new facility in Mantua, Ohio.

"Rapid growth led to a surge in new hires, resulting in high turnover and inconsistent onboarding," said Samantha S. Burns, Manager, Workforce Development, Viega. "In some cases, new employees were training others without proper preparation—highlighting the urgent need for a structured, scalable training system."

Investment in a strong and sustainable workforce was critical to success. However, Viega did not have a centralized training organization that provided the infrastructure and standardization needed to acquire, train, qualify, develop, and retain the required workforce.



To help meet their workforce goals, Viega asked Tooling U-SME's Talent & Workforce Services to investigate the overall structure of the training function and make recommendations on the proper future state of the training organization needed to meet the business objectives.

"Viega is deeply committed to quality – not only in our products, but also in how we train and develop our people," said Burns. "Partnering with Tooling U-SME allowed us to take a strategic, multi-year approach to assess our training landscape, identify critical gaps, and build a robust framework that supports long-term workforce excellence."

Burns said the desired outcome of their partnership with Tooling U-SME was to build a scalable, structured training organization that aligns responsibilities, frees up leadership time, and ensures every employee, across all locations, receives the same high-quality training experience.

"This initiative goes far beyond compliance, it's about cultivating a culture of continuous learning that fuels growth, enhances agility, and drives operational excellence across all levels of the organization."



SOLUTION:

Training Function Benchmarking and Organizational Design

The Talent & Workforce Services team analyzed the current state of the Viega program against Tooling U-SME's **Common Criteria and Quality Indicators for Learning and Development Programs**. These criteria, along with their supporting quality indicators, are designed to provide guidance and direction for establishing, maintaining, and evaluating quality training and development programs.

In addition, the Tooling U-SME team facilitated a series of focus groups and studied jobs to identify gaps in the current training curriculum and the quality of instruction throughout the organization.

"The focus groups were instrumental in shaping a training framework that truly reflects the needs and aspirations of our workforce, ensuring that our people feel heard, supported, and set up for success," said Burns.

Finally, the Services team made recommendations on changes to the training organizational structure and frameworks, in terms of personnel, roles and responsibilities, tools, and budgets.



RESULTS:

Measurable Impact on Analysis & Development

Tooling U-SME provided Viega an actionable strategic plan to restructure the training organization to support the North American manufacturing operations and initiate a systematic process—governed by policy—to train, develop, and qualify manufacturing team members through fair and accurate measurement of applied skills. The Tooling U-SME team also provided a framework to define job roles through rigorous job analysis, allowing for effective and efficient curriculum design.

"A key milestone has been the development of detailed job profiles that have earned strong support from both leadership and SMEs," said Burns. "These profiles are already closing training gaps at our new Ohio facility and serve as the cornerstone for our evolving curriculum and training resources."

John Hindman, Director of Talent & Workforces Services at Tooling U-SME, said, "It is critical to the long-term success of a learning and development system to establish well-defined roles and responsibilities to drive accountability for the program. We were able to help Viega identify new roles and their associated reporting structures to ensure learning and development is a continuous cultural driver as the company continues to grow."

Viega has implemented the strategy and is working towards meeting their growth plans in their current manufacturing operations in McPherson, Kansas, their new facility in Mantua, OH and will be prepared for future growth.

"Through our partnership with Viega, we were able to provide them with an organizational structure and program framework that supports developmental pathways for their manufacturing roles from entry-level to skilled positions," said Hindman. "Viega's program will result in better retention, faster time to qualification and positive production metrics."



Committed to Quality Training

While Viega's strong culture has led to long-tenured employees, the company invested in building a dedicated training structure to align roles and responsibilities to ensure newer employees understand and engage with the company's commitment to quality and innovation. Working with Tooling U-SME, their new structured, high-quality training framework ensures fair skill evaluation and development of their teams. In addition, newly designed career pathways empower employees and support long-term retention. The introduction of trained and qualified peer trainers will also free up supervisor time. All of this is critical as the company continues to grow.

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Tooling U-SME's Talent & Workforce Services team partners with companies to analyze their needs and design solutions to strengthen their workforce and build competitiveness. Backed by deep industry expertise, Tooling U-SME provides strategic and tactical support to execute projects including analysis, designing a future state training organization, customizing career progression modeling, building curriculum, creating training materials, and much more. Each approach aligns with company goals and technical needs, providing a high-impact and sustainable solution that improves retention, time to qualification, and productivity.



"What sets Tooling U-SME apart is their research-driven, benchmarked approach," said Burns. "Their recommendations have guided us in building a world-class training organization that's not only sustainable but also agile enough to evolve with our business."



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



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