



production, the key to the second shift is that workflow will be much smoother and bottlenecks on critical machinery will be avoided.

Because they are growing and volumes have gone up, they are always looking for good people. How do they find employees?

Schwab has implemented an employee referral program. At three months an employee is rewarded with a \$500 bonus for his/her referral and another \$500 for six months. The referral method has yielded positive results.

They also use The Navy Talent Program, a multiyear partnership with manufacturers in the region who are with the Department of Defense. It focuses on Human Resource tools. The first project Schwab used was the “World Class First Day” program to encourage retention. They call the new employee the night before their first day to welcome them and then meet them at the front door on their first day.

The second project is “Best Athlete Profile.” Employees help recruit and retain those who have a decent work ethic and those looking for a new career. Business cards have a QR code which links to a video giving candidates a realistic job preview before they apply.

How about automation? Schwab was a job shop but with increased volume they are outgrowing that description. Some runs are 3,000-4,000 pieces and allow automation. In fact, they may add another welding robot in 2026.

Everything we talked about was part of a five-year plan.

In 2025 they invested heavily in machinery, people, and an ERP (Enterprise Resource Planning) system. Aside from the trimmer they added a large draw press and a programmable spinning machine. The ERP system has made a huge change and streamlined activity. The shop floor is now paperless because all employees work off of tablets.

In 2026 they are rearranging processes to make products flow smoothly through the facility. There is less downtime between them, and they do not have to travel back and forth between their three buildings to complete processes. RE: Machinery – Schwab may add additional CNC equipment this year.

In 2027 E.H. Schwab will focus on production. All the tools and new systems are in place. As Brad said, “It has been an exciting five years.” What a remarkable story to share with MBA members. Ready, Set, Go!