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Project Profile: The Hiller Companies

Management Training to Create and Adhere to Standard Policies and Procedures among The Hiller Company's Many Divisions when Launching a Project

Background:

- Established nearly a century ago, the Hiller Companies, Inc. is the longest-tenured fire equipment organization in the United States and has locations in Texas, Louisiana, Alabama, Florida, South Carolina, Virginia, and Massachusetts. With more than 425 employees in the United States, Hiller offers products and installations safeguarding everything from small businesses to nuclear testing facilities, yachts to aircraft carriers, and gas stations to offshore platforms. Hiller's service organization provides inspections, routine and emergency maintenance for fire suppression, and more.

Situation:

Hiller comprises eight different companies spread across the United States, and that posed a challenge. "When we approach a project, everybody has different techniques, different ways of doing things," said Hiller's outgoing President and CEO, Dan Romanchuk. "We wanted to see some consistency and get everybody on board with a similar process that could be used with any project at any of our companies."

Solution:

The Hiller Companies formed a committee to investigate the issue, and it vetted a number of different organizations that could train 18 administrators and project managers on a standardized process. Hiller settled on ETi, flying instructors to company headquarters in Mobile, Alabama, in July of 2015. Using a case study from a project at a Florida hospital, Hiller adopted standard procedures for dealing with unexpected developments. A common template was built.

Impact:

Employee response to the program was positive, with virtually everyone agreeing the project met or exceeded their expectations. "Since we just did the training in July, it's a little too early to measure the impact and the return on investment," Romanchuk said. "But we're already starting to see a change in the mindset, and we expect to see a decrease in the number of inconsistencies on our projects. We're really happy with the service ETi provided."