



Gephardt Group Facilitates Labor Management Committee that Helps Increase Aluminum Output by 50% at Constellium Rolled Products

In October 2010 Constellium Rolled Products Ravenswood and the United Steelworkers selected Gephardt Group to facilitate a Joint Committee on Work Reorganization. Since that time Gephardt Group has facilitated Joint Committee projects that have improved throughput, quality and productivity across the plant.

The Joint Committee's first project was "to reduce or eliminate the need for Constellium to purchase raw material ingot from external suppliers by increasing output in the plant." Beginning in the Cast House, the Joint Committee worked with operators, supervisors and continuous improvement leaders to improve work processes and equipment utilization. Joint Committee meetings with the cast house operators led to a list of over 150 ideas and recommendations for improving product throughput. This continuous improvement process and subsequent collaborative efforts led to a greater than 50% increase in ingot production within 3 months and ingot procurement volumes have dropped as a result.

"The collaborative efforts of the Joint Committee have led to production improvements across the plant", said Kyle Lorentzen, CEO of Constellium Rolled Products Ravenswood. "This has allowed Constellium to purchase fewer ingots from our competitors, to better meet customer timelines and to book additional orders for delivery later this year, all important factors for the long term sustainability of Constellium Ravenswood. Most importantly, the increased production is critical for helping us improve our cash flow position, which is critical to our financial stability and competitive position in the marketplace."

Randy Moore, United Steelworkers Sub District Director and Joint Committee Co-Chair said, "I believe that the efforts of the Joint Committee are critical for changing the way we do work at the plant. I also believe that the Joint Committee can serve as an example of how the union and management can work together on ways to improve the plant's performance, which benefits everyone."

Former Congressman Dick Gephardt, CEO of Gephardt Group, is a long-time proponent of engaging front line employees in solving a company's challenges. "When employees are engaged in the process of solving issues with management in a collaborative process, solutions are found and significant improvements are realized that provide a sustainable advantage for the business," said Gephardt. "While there is still work to do, we are pleased that the Joint Committee's work has led to an improved relationship between Constellium Ravenswood, their employees and the Steelworkers Union that has helped improve the business."

About Constellium Rolled Products

Constellium Rolled Products Ravenswood produces aluminum plate, coil, and sheet. The company operates one of the world's largest aluminum rolling mills in Ravenswood, WV in a plant that occupies 104 acres, employing 800 employees.

About Gephardt Group

Gephardt Group specializes in high performance workplace implementations, leadership coaching, business education training, cultural change consulting and labor relations. Gephardt Group uses a sustainable and measurable methodology designed to help meet your business objectives. Whether you've recently gone through a leadership change, you're planning for a corporate transaction, or you are solidifying an already strong culture for tough times ahead—Gephardt Group has the experience and solutions you need.

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