Doug Borgman

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**Plant Manager | Manufacturing Manager | Continuous Improvement Manager**

Performance-driven professional with hands-on experience in production operations, plant management, productivity improvement, and quality assurance within challenging environments. Stellar record of developing lean manufacturing plans, reducing operations costs, mitigating risks, and achieving set targets. Possess in-depth knowledge and understanding of latest manufacturing procedures, practices, and technology. Articulate communicator, able to build strong relations with clients and stakeholders. ***Proven expertise in:***

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| --- | --- |
| * Production/Manufacturing Operations * Quality Control & Assurance * Project Lifecycle Management * Budget Administration & Cost Control | * Team Building & Leadership * Continuous Process Improvement * Relationship Management * Revenue & Profit Maximization |

**Professional Experience**

Dakota Bodies – Kansas City Division

**Plant Manager (Specializing in Lean Manufacturing),** 2019 to Present

Supervise routine operations related to plant facility, ensuring the realization of defined objectives. Maintain the facility to meet health and safety standards. Actively oversee multiple plant processes as per specifications. Follow all ISO standards and HSE guidelines while managing the plant. Formulate, review, and deliver production performance reports to senior management. Safeguard administrative records for future reference. Control budget and cost by making optimum utilization of resources. Design and implement an effective preventative maintenance program.

***Key Contributions:***

* Streamlined material handling system to make a lean concept, reducing downtime from missing parts from four hours per day to zero.
* Changed and improved HR policies that decreased absenteeism from 20% to around 5%.

Northrup Grumman, Lake City Ammunition Plant

**Operations Manager - TPM / Continuous Improvement Specialist,** 2017 to 2019

Improved processes and systems of the company by executing long-term programs. Analyzed project requirements and accordingly created plans, schedules, and budgets. Managed and monitored the operations performed by the CI department staff. Retained efficiency of existing processes to ensure consistency in results.

***Key Contributions:***

* Contributed maximum efforts and executed TPM in all of Prime and Load.
* Introduced a tooling cycle schedule which identified and set the tooling cycle, maximizing the Prime and Load FTT from 43% to 67%.
* Deployed an advanced tracking system and reduced gun powder waste from 1.2M to around 100K.

**Operations Manager - Prime and Load 5.56,** 2017 to 2019

Led the manufacturing of 5.56 cartridge and oversaw reports from the prime and load departments regarding safety, quality, delivery, cost, and environment. Leveraged Cost-Point ERP software to plan production operations for the factory based on government and commercial demand. Managed four shifts of production operating on a 24/7 pattern. Interviewed and hired all wage and salary employees for the department.

***Key Contribution:***

* Used kaizen events to recognize and resolve complex issues.

Ford Motor Company – Kansas City Assembly Plant (1994 to 2017)

**Manpower Reduction Lead (Special Assignment) - Truck Final,** 2017

Trained production teams on workload analysis fundamentals and job methodization and, helping team members to pinpoint potential efficiencies. Took care of work standard grievances with UAW, once the issue not resolved at the floor level.

***Key Contribution:***

* Developed and implemented plans that reduced labor requirements in Truck Final by 19 heads per crew, saving $1.9M savings at the time of completion.

**Operations Manager – Truck Final,** 2014 to 2017

Supervised routine operations of the truck trim department as well as headed eight salaried and 375 hourly employees according to the standardized processes. Coached and motivated team members on fundamentals of One Ford behaviors and principles. Instructed staff members to maintain efficient and productive activities. Achieved FTT requirements by preparing plans and monitoring department quality metrics. Devised preventative maintenance plans, personnel scorecards, daily quality, and cost packages. Promoted compliance with Ford Production System principles via process confirmation reviews. Supported team in conducting root cause analysis by applying problem-solving skills.

***Key Contributions:***

* Coordinated with UAW to enhance operations and promote mutually positive work relations.
* Delivered useful advice and suggestions to the process coaches and other key personnel.
* Increased JPH jobs per hour by 1.5 jph as well as decreased all defects that affect internal customers at the time of every shift rotation.

**F150 Truck Launch Lead - Truck Final,** 2006 to 2014

Administered over $20M worth of launch funding for the installation of the F150 in the Truck Final area. Delivered direction and leadership to the Final Area Launch Team for productive results. Created and executed final area launch as well as control plans. Confirmed the validity of the product/processes to derive calculated results. Selected to represent the company in all launch activities at each gateway review. Set critical characteristics for the manufacturing/assembly.

***Key Contributions:***

* Improved the quality of P415 2009 F150 during launch by using laser-focused quality plan and value stream mapping process.
* Implemented a kitting process, which included the supply of necessary material asked by the product development team, saving the plant's launch budget of $1.7M.
* Launched the blue tooth module programming to the plant that decreased complexity across all modules by 127 unique part numbers.

**Additional Experience:** Process Coach – Truck Trim/Truck Chassis | Assembler, Utility Operator, Kansas City Assembly Plant

**Education and certification**

**BSBM - Bachelor of Science in Business Management,** University of Central Missouri, Warrensburg

**Greenbelt Certified**