

# KENNETH J. MAHLICH

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## OPERATIONS MANAGEMENT ♦ LEAN MANUFACTURING SPECIALIST

Results-focused team leader commanding 16 years of leadership success specializing in operational excellence across automotive, aerospace, and manufacturing industries. A resourceful and proactive manager / engineer delivering track record of consistent achievement generating significant savings, enhancing productivity, and improving facility operations. Analytical professional possessing Lean Manufacturing, Six Sigma Green Belt, and Shanin certifications. Effectively collaborate cross-functionally with operations, quality, supply chain, purchasing, engineering, and logistics teams to achieve common goals. Exhibits strong leadership, communication, problem-solving, and training abilities.

## CAREER TRACK

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**LORAIN COUNTY AUTOMOTIVE SYSTEMS ♦ Elyria, Ohio----- 8/2015-2/2017**

\$1.4B Tier 1/Tier 2 automotive manufacturer supplying seating structures to General Motors and Ford.

### Operations Manager – Elyria, OH

Manage all aspects of manufacturing operations. Responsible for improving safety, quality, manufacturing processes, and delivery, while controlling and reducing cost.

- Addressed safety issues by creating a tracking process to create awareness and ensure changes were made to current situation to reduce Recordable and Loss Time Accidents by providing training, implementing ergonomic controls and improved storage system.
- Utilized the DMAIC process to define and implement Lean Production metrics to track and improve quality which improved cost control of labor and quality.
- Implemented Receiving Inspection process for troubled vendors, resulting 70% reduction in rework and cost savings of \$900k, due to cost of poor quality.
- Actively managed production operations to reduce Labor Cost by 20% by improving quality going into the assembly process and creating accountability.
- Re-designed Assembly process and rebalanced assembly line to meet increased work load without additional resources while reducing cycle time by 46%.
- Worked with Human Resources to reduced full time employee turnover by improving interview screening and increasing requirements for full time hires.
- Improved customer relationships by improving communications and meeting commitments.
- Utilized team approach concepts to improve teamwork and communication, resulting in free flow of information/ideas and improved solutions.
- Worked with quality and engineering to address various issues resulting in improved vendor quality, expanded supplier base, and tooling design.
- Root cause analysis, resulting improved uptime and reduced cost of poor quality.

### Manufacturing Engineer

- Root caused quality issues and implemented corrective actions resulting in closing of 3<sup>rd</sup> party sorts and COPQ reductions.
- Implemented part presentation methods to improve speed and accuracy of manual operations.
- Created new vendor relationships and improved existing vendor relationships to improve manufacturing support.

\$32M manufacturer focused on supplying refractory products for the precious metals, steel, and gas industry.

**Plant Manager – Solon, OH**

Manage all aspects of manufacturing operations. Responsible for improving safety, quality, manufacturing processes, and delivery, while controlling and reducing cost.

- Addressed safety issues to reduce Recordable and Loss Time Accidents by providing training and implementing safety guards.
- Engaged floor associates for input to improve performance and make effective change, resulting in improved quality by 10%.
- Actively managed production operations to reduce customer backlog by 75% in 3 months.
- Managed Lead Time Reduction initiative, resulting in 37% reduction in 4 months. This was done by streamlining the process from scheduling thru shipping.
- Restructured manufacturing supervisors, resulting in improved customer focus.
- Worked with Human Resources to recruit new talent into the production team.
- Managed customer corrective action requests (CARs), resulting in 40% reduction of CARs, and 60% reduction in response time.
- Utilized team approach concepts to improve teamwork and communication, resulting in free flow of information/ideas and improved solutions.
- Worked with various departments to address various issues resulting in improved vendor quality, expanded supplier base, and tooling design.

**HUMANETICS ATD ♦ Huron, Ohio-----7/2013-10/2014**

\$100M manufacturer focused on improving safety systems industry, supplying to automotive, aerospace, and governments.

**Manufacturing Engineering Manager – Huron, OH**

Manage manufacturing engineering functions of a \$40M facility producing crash test dummies from raw material thru machining, molding, assembly, and testing processes to various customers in automotive, aerospace, and governments. Responsible for improving safety, quality, manufacturing processes, and delivery, while controlling and reducing cost.

- Conducted safety audits to proactively address safety issues to maintain 0 LTA & RA for 540 days, company record.
- Managed scrap reduction improvement projects, resulting in improved On-Time-Delivery from 80% to 90% in 6 months, and reduced backlog by 85% in 1 year.
- Restructured manufacturing engineering department, resulting in improved customer focus.
- Implemented structured problem solving, resulting in \$20K monthly scrap reduction savings.
- Implemented PPAP, FMEA processes resulting in improved manufacturing capability and sustainability.
- Implemented standard documentation process, resulting in improved communication between departments.
- Utilized team approach concepts to improve teamwork and communication, resulting in free flow of information/ideas and improved solutions.
- Worked with various departments to address various issues resulting in improved product design, vendor quality, expanded supplier base, and tooling design.
- Addressed customer complaints and implemented correct actions to address customer issues.
- Provided mentorship to engineering team to expand new possible capabilities and opportunities.

**UNITED TECHNOLOGIES AEROSPACE SYSTEMS ♦ Troy/Cleveland, Ohio -----2006-2012**

*\$63B manufacturer focused in the aerospace industry, supplying to original equipment manufacturers, government, and aerospace industry leaders.*

**Operations Manager – Cleveland, OH (2009 – 11/2012)**

Manage operations of a \$9.1M plating facility producing structural landing gear thru shot peen, nickel, chrome, and cadmium processing to OEM commercial and military customers. Responsible for improving safety, quality, and delivery, while controlling and reducing cost. Maintain and improve customer and employee relations.

- Implemented a structured scheduling system, resulting in an improved On-Time-Delivery from 10% to 70%, and a 80% reduction in back order.
- Improved program delivery from 3 months past due to meet master production schedule, in 10 months.
- Controlled overtime cost to meet and exceed budget objectives, reducing overtime cost by 65%.
- Implemented production controls to improve product quality and standardize product flow, reducing rework hours by 20%.
- Led cross functional groups of engineers and employees to improve processing capabilities, resulting in 80% improvement in FTTQ and improving operational availability to 90%.
- Instrumental in union contract negotiations, providing annualized controlled cost savings of \$750K, while improving managerial control.
- Successfully provided leadership through multiple re-certification audits, including NADCAP, ISO14001, and AS9100.
- Successfully led Continuous Improvement team to process map, resulting process improvements, single-piece flow.
- Partnered with Human Resources to develop training program for employees to address performance issues.
- Reduced facility operation cost rate by 40% in 18 months using budgetary controls.
- Successfully outsourced noncompetitive production to meet customer demand, and control manufacturing cost.
- Utilizes 5 direct reports to their best skills, while providing challenges to develop new skills.

**Manufacturing Engineer – Troy, OH (2008 – 2009)**

Gathered and analyzed data for potential improvements to meet current business needs. Reviewed data and implemented process improvements.

- Realized savings of \$13K making process improvements and eliminating operator involvement.
- Cycle time reduction of 30 minutes by creating point of use storage locations, & streamlining processing.
- Eliminated operator ergonomic stresses which contributed to reducing the Troy facility recordable & lost time accidents to 0 and 1.4 respectively for rolling 12 months.

**Sr. Industrial Engineer – Troy, OH (2006 – 2008)**

Provided analysis for various manufacturing metrics & inventory, recommend opportunities for improving operations, lean implementation, lead lean events, continuous improvement, support all production improvements.

- Drove inventory right sizing resulting in \$900K savings.
- Successfully led management team for annual physical inventory, resulting in most efficient and accurate results during inventory.
- Lead multifunctional groups to various process improvements.
- Created Value Stream Map for assembly processing, resulting multiple improvement projects.
- Lead industrial engineering group on cost reduction initiatives, resulting in \$1M in operational cost savings.
- Line balanced assembly process to create 1 piece flow, resulting in a savings of \$325K annually & a monthly output increase of 40%.
- Implemented an inventory Kanban system between company facilities reducing inventory by \$800K annually, & transportation savings of \$250K.
- Drove 5S definition & structured improvements throughout the Troy facility.
- Lead On-Time-Delivery improvements in warehouse shipping, resulting in 5% increase.
- Drove change over cycle time reduction resulting in a savings of 2 minutes per part.

**DELPHI CORPORATION ♦ Vandalia/Gadsden/Moraine, Ohio-----2000 - 2006**  
*\$23B manufacturer focused in the automotive industry, supplying to original equipment manufacturers, government, and automotive industry leaders. Tier 1 Supplier of vehicle electronics, transportation components, integrated systems/modules, and electronic technologies across North America and Europe.*

### **Production Scheduler**

Schedule production for assembly operation with customer demand & coordinate supplier deliveries to meet production schedule. Delivered timely production requirement updates to customers, plant managers, & suppliers.

- Scheduled production for assembly to achieve 94% On-Time-Delivery to the customer.
- Worked with suppliers to improve delivery.
- Maintained Kanban inventory levels to meet budgeted performance.

### **Sr. Industrial Engineer - Lean Team Engineer**

Lead analysis & subsequent improvements to machine & operator utilization, installation of new assembly equipment, support quality and production initiatives, 1300 employees, 300,000 sq. ft.

- Realized more than \$500K in annual savings through implementing Lean tools by maximizing capital utilization for multiple operations.
- Improved productivity 25% by utilizing Lean Manufacturing tools and methodologies to improve operator utilization.
- Spearheaded \$7M by matching manpower utilization to customer demand.
- Lead a BTO manufacturing system due to high inventory, improving inventory turns and product flow.
- Facility Project Manager of a \$200M facility.

### **Industrial Engineer**

Develop, analyze, & present project information, recommend new methods, work standards, cost reduction, support new program launch, quality & production initiatives.

- Fueled Mercedes program in Alabama by creating process & product flow, standard work, & new material handling equipment, resulting in \$200K savings in 6 months.
- Implemented new material handling system, reducing manpower by 10% in 3 months.
- Drove work environment improvements with the union, reducing grievances filed by 20%.
- Lead Cost Analysis & Cost Reduction Initiatives, resulting in material cost reduction of \$200K annually.
- Spearheaded Lean Process Improvements using lean concepts, resulting in a 25% increase in output.

### **Lead Value Stream Supervisor (2000-2003)**

Direct supervision of up to 100 union employees covering 3 shifts. Trained and coached supervisors and associates on Lean Manufacturing principles. Controlled \$85M value stream. Conducted root cause analysis to reduce internal scrap and rework. Resolved associate issues and concerns in tandem with union officials.

- Yielded \$103K reduction in monthly scrap and decreased weekly overtime 61% through performing various studies to identify root cause of excessive overtime and scrap rates as well as establishing strategic solution.
- Boosted operational availability (OA) from 62% to 81% by implementing TPM program with support from engineering and maintenance departments; decreased WIP from 7.2 days to 1-2 days.
- Generated \$510K in yearly savings by increasing productivity, which led to labor decrease.
- Earned Delphi Global Lean Award in 2002 for best sustained, financially improved value stream.

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## **ACADEMIC/PROFESSIONAL CREDENTIALS & AFFILIATIONS**

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**Bachelor of Science, Industrial Engineering:** University of Cincinnati

**Patented Inventor:** Marine Mooring System

Lean Manufacturing Certification

Six Sigma Green Belt ♦ SHANIN ♦ CHANGE MANAGEMENT ♦ AKIBONO PULL SYSTEMS  
GOODRICH LEADERSHIP TRAINING

