

# Gary L. White

## CQA, CQE, CMQ/OE, CLS, CSSBB, LSSMBB

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### PROFILE

Results-oriented change-agent dedicated to achieving organizational excellence. Expertise in strategic development and tactical deployment of quality and continuous improvement programs. Diverse background in manufacturing, supply chain and logistics; 20+ years' experience. Degree in Chemical Engineering. Certified Quality Auditor, Certified Quality Engineer, Certified Manager of Quality & Organizational Excellence, Certified Lean Sensei, Certified Six-Sigma Black Belt, Lean Six-Sigma Master Black Belt and Lean Six-Sigma Champion. Skilled in Quality Assurance, Quality Engineering, Quality Management Systems, Lean, Six-Sigma, Continuous Improvement, Process Engineering, Project Management, New Product Development, Operational Excellence and Strategic Leadership. Proven track record of transforming operations and achieving results. Committed to driving costs, complexity and waste down while driving quality, productivity and profit up.

### PROFESSIONAL EXPERIENCE

#### **Director of Project Management, Director of Change Management**

*NFI; Chino, CA*

*Logistics*

*2013- 2016*

Responsible for the successful start-up of new facilities and continuous improvement of existing facilities. Led from start-to-finish the construction and start-up of multiple new distribution centers simultaneously across the nation for Fortune 500 companies. These were large-scale, complex projects involving the successful coordination of multiple facets including Engineering, Construction, Procurement, IT, HR, Quality, and Operations. Also responsible for championing the improvement of 89 existing facilities throughout the United States by cultivating a culture of Lean, Continuous Improvement and Operational Excellence.

- Successfully on-boarded \$350M worth of new business
- Created division-wide project management system in use today
- Crafted strategic plan for implementing Continuous Improvement Initiative
- Improved inventory accuracy by 8%, quality by 11% and charge-backs by 14%
- Successfully retained key accounts worth over \$80M/yr by resolving critical operational issues

#### **Director of Quality & Continuous Improvement**

*NFI; Perris, CA*

*Logistics*

*2011- 2013*

Responsible for developing and deploying a Quality & Continuous Improvement program combining Lean, Six-Sigma, Quality Assurance, Quality Management Systems and Project Management. Developed metrics & key performance indicators and recommendations for improvements. Responsible for resolving issues that directly impacted quality, operations and customer satisfaction. In charge of developing and deploying a comprehensive Quality Management System. Managed QA department of 45 personnel.

- Reduced expenses by \$7.5M in one year
- Turned around failing operation; from bleeding \$1.5M/yr to \$6M/yr profitable
- Reduced cartons cut from outbound loads, from 800/day to zero in 3 mo.; saved \$3.6M; ROI = 12,991%
- Eliminated lost cartons, from 26,000 to zero in 4 months; saved \$2.4M; ROI = 5,900%
- Ensured renewal of \$300M customer contract by resolving long-standing, critical and costly issues
- Created entire QA department from scratch

## **Director of Quality Engineering**

*BAE Systems; Ontario, CA*

*Manufacturing*

*2008 - 2009*

Corporate-wide responsibility for directing all efforts of the Quality department across seven factories in the U.S. and Mexico as well as all overseas subcontractors. Reviewed new product designs prior to release and recommended improvements. Ensured compliance to all state & federal regulatory requirements. Designated Risk Manager; responsible for identifying high-profile, high-risk issues and put systems in place to mitigate legal issues. Managed department of 46 personnel; direct reports included seven Quality Managers.

- Reorganized and staffed the Quality department; set new direction
- Established quality goals, objectives, metrics and KPI tracking system
- Led several quality improvement teams and projects to fix chronic quality problems
- Co-authored a stage-gate system for new product development
- Identified and corrected several high-risk products

## **Engineering Manager/Quality Manager**

*Textron; Vista, CA*

*Manufacturing*

*2007 - 2008*

Plant-wide responsibility for all aspects of manufacturing engineering and quality assurance. Championed Lean and Six-Sigma improvement teams. Substantial involvement on new product design & introduction with Engineering teams in US, UK, Canada and India. Responsible for deployment of corporate initiatives & special projects.

- Increased yield from 65% to 92% in four months
- Resolved difficult quality issue resulting in \$1.4M savings
- Successfully deployed 12 new products in one year
- Advanced our Lean status from Bronze to Silver
- Implemented AS9100 Quality Management System

## **Quality Engineering Manager**

*Rain Bird; Azusa, CA*

*Manufacturing*

*2004 - 2007*

Overall quality responsibility for six divisions and three factories. Ensured completion of corporate strategic objectives. Provided technical support for Operations, Process Engineering and New Product Development. Oversaw supplier quality program. Director of TQM Council, providing guidance to eight TQM teams. Managed 35 direct reports, including six Quality Engineers and four Quality Supervisors.

- Managed over 125 projects simultaneously
- Successful deployment of 58 new products in one year
- Supported cost reduction projects totaling \$7.6M/yr in savings
- Achieved best Quality System audit score in plants' history
- Coordinated transfer of technology and equipment to Tucson facility

## **Director of Quality**

*Luminent; Chatsworth, CA*

*Manufacturing*

*2001 - 2003*

Directed all activities of the Quality Assurance department. Chairman of the Quality Council for ISO 9000 implementation. Directed cross-functional Quality Improvement Teams to resolve process & product quality issues. Liaison to suppliers and customers on quality issues. Managed department of 20 personnel, including two Quality Managers, four Quality Engineers, and two Supervisors.

- Reduced customer returns backlog from 14,000 units down to zero within 3 months
- Reduced customer corrective action response time from six months to two weeks
- Restored damaged customer relations, retaining key customer alliances
- Resolved major quality issues resulting in \$2.1M savings
- Achieved ISO 9001 registration in six months

## **EDUCATION/CERTIFICATION**

- Bachelor of Science, Chemical Engineering; University of California, Santa Barbara
- Certified Quality Auditor (Quality Resource Consulting)
- Certified Six Sigma Green Belt (ASQ, certificate # 1237)
- Certified Six Sigma Black Belt (ASQ, certificate # 7004)
- Certified Quality Engineer (ASQ, certificate # 55494)
- Certified Manager of Quality & Organizational Excellence (ASQ, certificate # 13109)
- Certified Lean Sensei (Villanova University, certificate # VILI09803)
- Certificate, Lean Six Sigma Master Black Belt (Villanova University)
- Certificate, Lean Six Sigma Champion (Notre Dame University)
- Certificate, Executive Leadership (Cornell University)
- Certificate, Statistical Process Control (Juran Quality Institute)
- PMP certification in progress

## **SKILLS & SPECIALIZED TRAINING**

Executive Leadership, Strategic Planning, Tactical Deployment, Scenario Planning, Contingency Planning, Risk Assessment & Mitigation, Organizational Assessment, Operational Assessment, Operational Excellence, Integrated Enterprise Excellence (IEE), Decision Analysis Matrix, SWOT Analysis, PEST Analysis, USP Analysis, Porter's Five Forces, Balanced Scorecard, Voice of the Customer (VOC), Continuous Improvement, Project Management, Program Management, Change Management, Team Management, People Management, Process Engineering, Product Engineering, New Product Introduction, Quality Control, Quality Assurance, Quality Engineering, Quality Management Systems: ISO 9001 (quality), ISO 14000 (environmental), AS 9100 (aerospace), ISO/TS 16949 (automotive), TL 9000 (telecom); Corrective & Preventive Action (CAPA), Supplier Quality systems, Document Control systems, Training Systems, Quality Audit systems, SOPs, Design of Experiments (DOE), Statistical Process Control (SPC), Control Charts, Control Plans, Failure Modes & Effects Analysis (FMEA), Measurement Systems Analysis (MSA), Gage R&R, Quality Function Deployment (QFD), Kano Analysis, Analysis of Variance (ANOVA), Advanced Statistical Analysis, Process Capability, Process Optimization, Advanced Product Quality Planning (APQP), Production Part Approval Process (PPAP), Value Analysis/Value Engineering (VAVE), Cost of Quality (CoQ), Lean, Six-Sigma, Lean Six-Sigma, Toyota Production System, 5S, Cellular Layout, One-Piece Flow, Kanban, Standard Work, Kaizen, Value Stream Mapping, Poke Yoke, Visual Plant, Total Productive Maintenance, Balanced Flow, Level-Loading, Heijunka, Flow Diagrams, Process Flow Maps, Floor Layouts, A3 Reporting, Theory of Constraints, Design for Six Sigma (DFSS & DMADV), Design for Manufacturability (DFM), Brain-storming, Affinity Diagrams, Mind Maps, Visual Thinking, Structured Problem Solving (DMAIC, PDCA, Ford 8D, 5 Whys), Root Cause Analysis, MS Office, MS Project, Visio, Trainer, and Technical Writing

## **HONORS, AWARDS, & AFFILIATIONS**

President's Award for Excellence & Innovation (Hewlett-Packard); Best Quality Award (PC Fab magazine); Special Accommodation, Advancement in Technology (DuPont); Past President, National Engineering Honor Society; Senior Member, American Society for Quality; Project Management Institute, member; Veteran US Army