**Richard R. Clark**

**Lebanon, NJ 08833 Tel: (973) 207-5232**

**Email:** [**RichardRClark@aol.com**](mailto:RichardRClark@aol.com) **or RichardRClark@iCloud.com**

**LinkedIn Profile:** [**https://www.**](https://www.linkedin.com/profile/public-profile-settings?trk=prof-edit-edit-public_profile)**linkedin.com/in/richard-clark-56b37638**

**EDUCATION:**  **Bachelor of Science in Mechanical Engineering**, New Mexico State University

**Six Sigma Black Belt Certification**, Management and Strategy Institute, 2011

**CAREER SUMMARY:**

**Progressive and broad responsibilities leading to executive leadership roles in the manufacturing and engineering of consumer, commercial, and industrial products. Proven experience with a long list of successful accomplishments in the development of people, products, and processes. Pragmatic and proficient hands-on, get-results approach that has left a positive impact on all the places I have worked through the use of innovation, creativity, teamwork, and professional ethical leadership.**

***Site Director,* Huntsman International Corporation, Easton, PA (2016-2017)**

Huntsman is a leading global manufacturer and marketer of differentiated chemicals. Operating companies manufacture products for a variety of global industries, including chemicals, plastics, automotive, aviation, textiles, footwear, paints and coatings, construction, technology, agriculture, health care, detergent, personal care, furniture, appliances and packaging. Originally known for pioneering innovations in packaging and, later, for rapid and integrated growth in petrochemicals, Huntsman has approximately 16,000 employees and operates from multiple locations worldwide. The Company had 2014 revenues of over $13 billion

* Senior site leader responsible for leading, managing, and turn-around of a large, medium risk chemical facility Responsible for Quality, EHS, HR, Supply Chain, Warehousing, Scheduling, Engineering, and Maintenance
* Managed P&L, budgeting, and financial performance reporting functions for the site
* Created a customer focused culture reducing missed customer orders by over 87% in the first 4 months. Improved “On Time In Full”(OTIF) from 40% to over 97.8% in less than a year
* Reversed a multi-year trend of lower sales and higher costs. Implemented over $750k of annual run rate cost savings
* Deployed and implemented Lean manufacturing systems including High Performance Work Management(Tier Process), Developed KPI’s, 5S, Standardized Work, Leaders Standard work, Visual Controls, A3 Documents, Visual SOP’s, Hoshin X-Matrix, Kamishibai Boards/Process Confirmations, Communications Plan, and Site Change Story
* Created a Site Leadership Team and trained, coached, and mentored site leaders to create a highly effective team (performed Leadership Health Checks surveys/360 Degree Feedback, etc.)
* Developed new employee work rules and policies, and implemented a new worker cross training plan and program
* Introduced new project managing and scheduling tools for CapEx and large maintenance projects
* Developed a new visual Maintenance Planning System to improve maintenance efficiency and effectiveness reducing the work order backlog by over 200%.
* Promoted Zero-Harm, Safety Cross, Near-Miss Reporting, 60 Second Checks, and improved all the Safety KPI’s for the site

***Manufacturing Excellence & Transformation Manager***, **Huntsman, Easton, PA** **(2015-2016)**

* Completed an international assignment in Turin, Italy, providing team leadership for a 12 week transformation and restructuring implementation and lean deployment. The deployment followed a McKinsey & Company consulting wave based transformation model. Our Turin transformation team identified well over $3 million in annual run rate bottom line savings for the plant in the first three months. The scope of the work included training, coaching, implementing high performance work management systems, confirmation systems/Kamishibai boards, tactical implementation plans(TIPS), preparing A3’s, visual workplace management, workplace and operator observations/analysis, work balancing/Yamazumi, 5S, Lean, cost savings projects/project management, leaders standard work and operator standardized work
* Effectively lead transformation work utilizing my broad leadership, team building skills, manufacturing experience, engineering skills, safety, project management experience, Lean/SS background, and international experience. All the transformation work was team based, strategically driven, tactically planned, extremely bottom line focused, sustainable, and highly successful
* Prepared strategic plans for transformation deployments for the next US based facility including analyzing the org structures for both improved production and maintenance utilization, writing new job descriptions, and initiating the hiring process for new management, maintenance, and hourly positions

***President & Owner*, Phoenix Engineering and Design Solutions, Phillipsburg, NJ (2013-2016)**

(website link: <http://phoenixengineeringsolutions.com/>) – “Putting Creative Innovation to Work”

Phoenix Engineering is a machining and fabrication operation that designs and builds automated machinery and provides product development, testing, and consulting services. Also a reseller of specialized converting equipment (Stitchers, Cutters, Adhesive Applicators, etc.). I operated this business as a secondary/side business for quite a while but after leaving Dicar Inc., I devoted myself full time to the business

* Provided engineering, design, and business leadership for servicing current business and for developing new business
* Invented and developed a design for an expanding mandrel wrapper used in a coreless shrink film wrapper application. The design led to a patent and the new design is the only concept like it on the market currently. The client has been thrilled with the design and ease of use of the new product. The client expects huge market growth with the new product. Also worked with the client’s suppliers to optimize the design for ease of use and lowest cost of production
* Initiated and offered consulting services. I expanded the scope of services Phoenix Engineering offered by providing manufacturing, Lean/Six Sigma/SMED-Quick Change Over and project management consulting services to help clients reduce waste, improve efficiencies/rates, and reduce costs in their operations
* As of 12/31/15, I made a decision to plan and execute an orderly shutdown of “Phoenix Engineering” so I would be able to focus 100% working directly for another company in a challenging leadership position

***Vice President of Manufacturing*, Dicar Inc., Pine Brook, NJ (2014)**

Dicar is a manufacturer of cast polyurethane based products for the Corrugated and Die-Cutting Industries with two manufacturing plants located in NJ and TX

* Made significant improvements in safety and safety management including participation in OSHA SHARP program (top safety performing plants in the country)
* Led work to implement a new ERP system in manufacturing, developed process maps, work flow charts (routings, BOM, work orders), and integrated the use of bar code labels and scanners to track product, inventory levels and warehouse use
* Reorganized the NJ plant, establishing new positions/jobs/hires from the Plant Manager down to hourly positions. Implemented an hourly cross training program and improved or provided training for all positions. Spent time mentoring and developing Managers and Supervisors
* Developed and implemented Lean/Six Sigma, and 5S improvements to the plants including changes to our ISO procedures, meetings, root cause and corrective action processes, and variation reduction/statistical analysis projects. Led a monthly company ISO Quality Management Meeting
* Developed KPI’s and initiated the use of Lean manufacturing scoreboards (white boards) and daily production meetings (MDI Meetings) which led to reduced rejects/waste, higher productivity, improved efficiencies, and prioritized actions.
* Initiated tracking of Percent of On-Time Delivery and improved shipping of percent of on time orders from 80% to 98.5%
* Modeled and optimized production levels to better match order levels to provide the lowest labor cost/part and improve inventory level control
* Directed Engineering efforts to create and improve products and improve project management techniques; initiated the use of a companywide project scheduling and tracking system for all projects
* Worked with Engineering, R&D, and Sales on new products
* Developed and implemented a new Work Order system and preventative maintenance system to improve the condition and reliability of production machines
* Negotiated with Vendors and Suppliers for better pricing and delivery to lower supply chain costs and overall COGS

**The Newark Group, BCI Division**

The Newark Group is the largest producer of 100% recycled paperboard in the US.

***Division Manager - Manufacturing and Engineering (VP Level)***  **(1996-2014)**

**Manufacturing Achievements:**

* Transformed the division from a sub-standard manufacturing operation to a world-class market leader with best in industry quality and productivity levels.
* Over 15 years of manufacturing management and P&L responsibilities with union and non-union plants.
* In Dallas, TX plant (Right to Work state)-Reduced union participation from 50% to 0% over several years.
* Managed the manufacturing and engineering concerns of up to seven facilities in the BCI Division. Reported to the Division Senior Vice President. Reached over $125 million in Sales for the Division. Managed up to 15 direct reports and 400+ indirect hourly employees. Very “hands-on” team based leadership style
* Managed P&L, Budgeting, Safety/OSHA/Environmental Compliance, and multi-year capital planning responsibilities.
* Opened new plants, shutdown plants, consolidated, and integrated operations to improve EBITDA
* Business Development, Member of corporate Due Diligence Teams involved in new company acquisitions. Personally asked by CEO to represent the company as part of a small “Good Will” Team to meet with European business owners and potential partners to foster interest for future European acquisitions and represent the company. The European acquisitions did successfully occur and we expanded internationally
* Implemented a Lean, Quality and Continuous Improvement Philosophy for the Division. This approach included many aspects of Lean, Six Sigma, Kaizen, and Total Quality/House of Quality philosophies with a focus on Process Improvement, Customer Focus, and People Involvement. I am Six Sigma Black Belt certified and I have directly taught and led many training classes
* Developed and implemented a Lean Six Sigma/TQ/CI system and philosophy of “Best Practices”, KPI’s, Benchmarks, SOP’s, and Process Disciplines for the plants to insure consistent methods and productivity levels between plants and operations
* Instituted ISO 9000 standards and prepared plant(s) for ISO compliance and pre-certification
* Member of the Corporate Supply Chain/National Accounts Team. This involved selecting and negotiating with vendors for national account contracts that would supply all of our 50+ company-wide US facilities
* Provided leadership in Safety and compliance areas and returned some of the best performances in our company. I am certified by OSHA at the 30 Hour level with many years of plant compliance experience
* Made major process and product improvements. Established process benchmarks and metrics for all processes. All established benchmarks were raised several times due to continuous improvement practices and equipment modifications. (Up to 300% or more improvement in some areas) Achieved Quality levels that were best in our industry worldwide
* Made many improvements to improve product quality and developed new quality measuring systems to effectively support the needs of our customers. These efforts helped in winning many “Supplier of the Year” and “Quality” awards from customers
* Provide technical expertise and division leadership in the areas of converting, die-cutting, printing, laminating, coating, web handling, cutting, slitting, winding/rewinding, forming/molding, and packaging of corrugated, solid fiberboard, and other paper products
* Provided Customer and Sales Support – Provided product costings, pricing, and product support to Sales and Customers

**Engineering/R&D/New Product Development Achievements:**

* Assumed the responsibilities of the VP of Engineering in Managing the BCI Division Engineering Group and Machine Shop. Provided mechanical/electrical engineering, automation, autonomation, controls, and design leadership to the group. Designed and built innovative proprietary equipment and production lines utilized in all our Plants utilizing 2D and 3D AutoCAD and SolidWorks CAD software
* Provided Project Management support and leadership for large and business critical projects utilizing MS Project Manager and other project tracking programs and tools
* Invented new machines, products, and processes used to improve production and profitability. Integrated SMED quick change-over concepts into machines and operations. Designed modifications to our production lines to be able to produce new higher value added products. Designed new innovative higher profit Industrial Packaging Products to offset declining legacy commodity business
* Key member of the corporate New Product Development Team utilizing the Stage-Gate development process. Worked closely with New Product, Sales, and Marketing Managers to develop new products with a goal of 20% sales growth in new products per year
* Received several patents for unique industrial and packaging innovations. Working knowledge of patents and the patent application process
* Built a highly effective Division Engineering Team. Personally hired, coached, trained, mentored and developed Engineers.
* Established standardized machine components, design practices, and safety systems for all machines.
* Improved and upgraded Machine Shop practices, metal fabrication/assembly, and machine building abilities including Punch Press operation, die-work and stamping processes
* Designed, developed, and built many high speed highly-automated machines using the latest in Rotary and Linear Servo technologies, pneumatics, hydraulics, and Ethernet based control and automation systems
* Built several machines controlled by both advanced networked PC and PLC systems with custom programmed GUI’s and IP addressable Message Display systems connected to the internet. Developed systems for real-time automated data collection and remote display (IoT)
* Directed and led field equipment installations, check-outs, and start-ups in all our plants
* Familiar with precision tooling design and machining utilizing EDM, Laser, and Water Jet cutting techniques.
* Led R&D efforts which included equipment design, concepts, and product prototyping
* Working knowledge of typical laminating and gluing adhesives, PVOH, PVA, Dextrin, Silicate, Starch based and Hot Melts. Designed and built many glue making and cooking systems (tanks, pumps, heat exchangers, boilers, controls)
* Can provide an addendum list of machines that I personally invented, designed, developed, built, and installed/debugged/started-up in the past 15 years

***Senior Projects Manager*/*Senior R&D and NPD Engineer***, **The Newark Group** **(1994-1996)**

* One half of my time was devoted to R&D and Product Development and the other half implementing factory process automation improvements at a division/corporate level. Reported to the VP of Engineering
* Reduced labor costs through process automation and equipment optimization
* Developed new proprietary digital Quality tools to reduce change over times and to improve quality
* Developed many new products and processes. The results of this work led to several patents.
* Project Management of capital improvement projects and project planning for the Division
* Interfaced and worked with Plant Managers to improve production methods, products, safety, and quality
* Interfaced with Machine and Fabrication Shop to improve operations
* Designed, developed, installed and started-up automated machinery in plants
* Developed prototypes and designed and ran trials

**Scott Paper Company**

Fortune 100 producer of Consumer, CPG, and Personal and Healthcare Products

***Chief Engineering Specialist,*** **Scott Paper Company**, Chester, PA **(1991‑1994)**

1600 employees on-site, Scott’s largest plant and the largest US Tissue/Towel facility

* Converting Technology Gatekeeper/Expert Role for the Mill. Provided converting technology expertise and capital project management for the Chester Mill in the converting, printing, and distribution/warehousing areas. Managed multiple concurrent multi-million dollar projects. Managed up to 35 projects simultaneously, with a $45+ million dollar project load. Provided manufacturing optimization and continuous improvement support
* Last project completed was designing, developing, and installing a highly automated packaging facility for warehouse club mega packages that was designed totally with Lean and SMED (quick change-over) concepts Project was nominated for the project of the year award, and became the model facility for other locations
* Led a successful 7 million dollar, extremely fast paced environmental EPA compliance project to close off the Mill outfall discharge pipes to the Delaware River. Met all stringent EPA deadlines at 30 and 60 days. Failure of this project would have meant shutting down the Mill and putting 1600 people out of work
* Managed the in-house contract design and engineering resources (60+ people). Provided vacation/relief coverage for Site Engineering Manager. 22+ direct reports in the CAD Design Group
* Successfully Trained and Facilitated a Team of Hourly Union Workers called the “Debottlenecking Field Team” that resulted in a dramatic productivity improvement (over 450,000 cases/year) without spending any capital. The Team became a union/management model of “Jointness” of how union/management can positively work together

***Senior Project Engineer/Project Manager,*** **Scott Paper**, Chester, PA **(1987‑1991)**

* Senior Project Engineer/Project Manager in a large unionized environment. Provided project management in both Paper Mill and Converting areas. Maintained multi-million-dollar project loads, utilizing consultants, contract design/engineering professionals, and other outsourced resources
* Managed large in-house contract design and engineering resources (22+ people). Converted design group to networked CAD systems. Upgraded engineering standards/specifications for the Mill
* Worked closely with cross functional Production Teams to optimize manufacturing utilizing Total Quality and Continuous Improvement and TPM Concepts

**Other Experience**

* **Nonwoven Products** – (Manufacturing for Personal-Care, Hygiene, and Healthcare Markets)
* **Manufacturing of Corrugated Products, Pizza Boxes, Trays, Tube and Cores, Spools, and Specialty Products (DRC, laminations, embossed products)**
* **Flooring Products** – (hardwood, tile, PVC, urethane – installations and repairs)
* **Architectural / Commercial and Residential Construction** –(design/blueprints, residential building, plumbing, and electrical)

**ASSOCIATIONS/SPECIAL SKILLS/CERTIFICATIONS:**

* Author of several Technical Articles/Publications on Solar Energy Applications
* Author of ASME Technical Publication on an innovative, low cost Air Type Solar Collector
* Member of TAPPI – The Association of Pulp and Paper Industry
* Member of AME – Association for Manufacturing Excellence (Lean/Six Sigma)
* Received several Patents for products I invented and developed
* Proficiency with CAD, PC's, PLC’s, programming, and application software
* Completed training program in SolidWorks 3D Modeling
* Six Sigma Black Belt Certified
* OSHA 30 Hour General Industry Safety Certification
* NFPA-70E Arc Flash and General Electrical Safety Certification
* Forklift Driver Training Certification
* Apollo Root Cause Analysis Facilitator Certified (11/2016)
* Red Cross First Aid/CPR Certification

**Attended many personal improvement seminars/courses over the years: (Some examples)**

‑Situational Leadership -Lean Manufacturing Principles -Arc Flash and Shock Hazard training

‑SMED-Quick Change Over -Lean Manufacturing Simulations -OSHA/HAZMAT training

-Leadership Training ‑Time Management -Principles of Ergonomics Training Program

‑Critical Path Scheduling ‑Communications Seminars ‑Personal Effectiveness

‑Stress Management ‑TAPPI Wet End Operations ‑Kepner Tregoe Project Management

‑Technical Writing -TAPPI Pressing/Drying Seminar -Kepner Tregoe Decision Making

‑Team Building ‑PLC programming training ‑Statistical Methods in Manufacturing

‑Statistical Process Control ‑Various Computer Classes -Six Sigma Black Belt Training & Certification

-Crisis Communications -Media Spokesperson Training (2016) -Apollo Root Cause Facilitator (2016)

-Strategy Deployment Training -L2L Executive Leadership Training (2016) -Process Safety Management (2016)

**Specialties:**

Business Process Improvement, Continuous Improvement, Lean Manufacturing, Six Sigma, Operations Management, Management, Cross-functional Team Leadership, Manufacturing, Team Building, Safety, Leadership, Project Management, Innovation, Team Management, Mentoring, Collaborative, Cross-Functional Teams, Turn-Around, Matrix Style Structures, Critical Thinking Skills, Strategic Planning, Emotional Intelligence, Supply Chain, Logistics, Manufacturing, Six Sigma Black Belt, Mechanical Engineering, Electrical Engineering, Industrial Controls, Automation, Industrial Engineering, Process and Production Improvements, CAD, Lean, High Performance Work Management, 5S, SMED, Best Practices, Waste Reduction, Muda, Kaizen, Continuous Improvement, Manufacturing Optimization, De-bottlenecking, Poke-Yoke, TQCI, TPM, TPS, VSM, ISO, OSHA, Safety, SOP, ISO 9000, ISO 9001, Standard Work, Packaging, Industrial Packaging, Protective Products, Flexible Packaging, Material Handling, Product Design & Development, Machine Design, Engineering & Plant Management, Plant Layout, Web or Continuous Processes, Printing, Gravure, Flexographic, Embossing, Paper, Paper Mill, Tissue, Towel, Napkins, CPG, Consumer Products, Recycled Paperboard, Nonwovens, Corrugated, Urethane, Casting, Slitting, Rewinding, Cutting, Converting, Die-Cutting, Adhesives, Laminating, Punch Press, Machine Shop Practices, Machining and Fabrication, Patents, R&D, Commercialization, Stage Gate Process, Business Development, Recycling, Die-Cutting, Multi-Plant, P&L, Variance Analysis, Budgeting, Flow Charting, Urethane, Molding, Fabrication, Due Diligence, Change Management, ERP, MRP, Negotiations, Corrective and Preventative Actions, Compliance, HS&E, Supply Chain, Warehouse, Logistics, Ergonomics, Capital Equipment Installations, Field Service management, Root Cause Analysis, Chemical Plant, Pigments, Zero-Harm, Safety Cross, Investigations, Near-Miss Reporting, 60 Second Checks, JHA