**MICHAEL J. NAUMEC**

15 Tinkham Glen, Wilbraham, MA 01095

(860) 729-6860

michaeljnaumec@gmail.com

www.linkedin.com/pub/michael-naumec/1a/92b/b50

Over 20 years of experience in: Engineering; Quality; Facility; Maintenance; Shipping; and Manufacturing Operations including Lean Concepts, Six Sigma, Root Cause and Corrective Action Preventative Action (CAPA) Analysis, Value Stream Team Concepts, Overall Equipment Efficiencies (OEE), and set-up reduction and standard work. Highly motivated, strong and decisive decision maker with excellent analytical, process development and planning skills. A “lead by example” management style promoting employee participation in problem solving to increase a sense of ownership and contribution within the organization. Safety, customer and quality focused leader providing the strategic vision and leadership that drives operational process excellence, productivity, and bottom line efficiency improvements at multisite manufacturing organizations.

* International and Domestic Plant Relocation, Start-up and Operations
* Capital Planning
* Contingency Planning
* P&L Management
* Energy Management
* Multi-Plant Responsibilities
* Kaizen
* Kanban
* Process Mapping
* Value Stream Mapping
* Preventative Maintenance
* Operation Management
* Organizational Reengineering
* Strategic Planning
* Project Management
* Lean Manufacturing
* Sustainability
* Six Sigma Black Belt
* Innovative Change Agent

**CAREER HIGHLIGHTS**

**Change Agent:** Transformed a struggling business by using Kaizen principles that achieved yearly plant performance improvements by 10% improvement each year, reduced customer returns by 84%, increased inventory turns by 26%, and increased inventory accuracy from 68% to 98%, reduced finished goods inventory by $10 million and eliminated $9.3 million in waste while improving and sustaining outgoing quality levels of 98.7%.

**Team Builder and Coach:** Boosted productivity in a union operation by listening to root issues, forming teams to increase the reactive response for work order completion by increasing employee engagement, responsibility and sense of ownership.

**PROFESSIONAL EXPERIENCE**

**U.S. Tsubaki Automotive, LLC – Chicopee, MA Jan 2017 - Present**

***Manager Manufacturing Engineering***

Direct report to the President, responsibilities include overseeing capital expenditures totaling $36 Million/year. Managing day to day activities for a diverse staff of engineers that support a 24/7 manufacturing operation.

* Oversee the manufacturing engineering group that is part of an international network of corporate and industrial resources to supply major OEM’s in North America including General Motors, Ford, Toyota, Nissan, Honda, Hyundai and Chrysler with the highest quality, state-of-the-art timing drive systems available in the word.
* Direct all engineering functions to produce high quality products to meet the customer demands within (TS16949, ISO14001, and Ford Q-1 certified standards).
* Direct Facilities renovations, equipment upgrades and preventative maintenance programs required to maintain and sustain the requirements of the manufacturing facility.
* Responsible for Capital Expenditures in multi-plant operations domestically.
* Responsible for the generation of 3-year capital plans.
* Oversee various ME documents, with a focus on new product documentation and core tool documents, including PFMEA’s, Control Plans, Process Flow Diagrams and Work Standards.

**Colt’s Manufacturing LLC** - West Hartford, CT **Oct 2014 – Sept 2016**

***Director of Manufacturing Engineering, Facilities and Maintenance***

Direct report to the SVP of Operations; responsibilities included supervising the day to day operations for: Manufacturing and Industrial Engineering; Tool Design; Maintenance; Facilities; and Safety and Environmental Departments.

* Directed all engineering functions to produce high quality (ISO 9001:2008 quality managed) products through efficient and repeatable manufacturing processes;
* Developed and mentored direct reports though leadership and professional experience. Responsible for all capital and major expense budgets and project implementations; met delivery dates and budget projections; ensured all process efficiency gains and ROI were captured and sustained;
* Implemented a preventative maintenance / work order system to identify equipment availability (OEE), tracking cost and labor;
* Identified and resolved potential issues with: plant equipment; manufacturing and assembly processes; quality; safety; and capacity issues;
* Interfaced with vendors and customers in areas of new and current product design and provided technical and analytical support for all products and processes;
* Assumed overall budget responsibility for facility operations, as well as the verification and implementation of energy saving programs.

**Crane & Company** - North Adams, MA **Sept 2012 – Aug 2014**

***Director of Engineering and Facilities***

Direct report to the VP of Operations; responsibilities included: providing direction for daily operations including Production, Engineering, Maintenance, Inventory Control, Environmental, Health and Safety. Managed and directed a salaried and hourly two shift work force of 35-40 employees.

* Improved utilization of floor space by maximizing flow systems supporting consolidation of four locations into one centralized facility;
* Served as the project lead for the acquisition of a stationery competitor responsible for project planning to implementation including production, product development, warehousing and shipping;
* Increased pre-integrated on-time delivery from 20% to 98.6% with redesigned process flow implementation;
* Reduced work-in-process 50% by developing internal Kanban system (scheduling system for lean and just in time (JIT) material delivery;
* Management team member that aligned organizational goals using X-Matrix format at top levels with A3 thinking flow down to lower levels.

**Baystate Health - Springfield, MA Sept 2011 – Sept 2012**

***Manager of Construction and Building Infrastructure***

Responsible for management of capital projects relating to construction and infrastructure support of a 3,000,000 square foot facility and ancillary facilities totaling 1,000,000 square feet.

* Reorganized the department to right size the non-licensed trade teams responsible for 24/7 day-to-day activities;
* Analyzed the workload of various trades, identified the shortfalls, and redeployed the staff to new shifts to handle demand on time and within budget;
* Fully integrated project management and maintenance personnel in order to drive work flow efficiencies;
* Removed work silos and created a cohesive team environment which increased quality, reduced costs and increased employee engagement.

**Achievements**

* Renegotiated supply contract resulting in a yearly savings of $50,000;
* Reduced asset inventory by $200,000 without effecting patient care;
* Restructured the labor force schedule to cover a 125% increase in work orders during the 2nd & 3rd shifts;
* Increased the reactive response time for work order completion by increasing employee engagement, responsibility and sense of ownership.

**Callaway Golf Ball Operations - Chicopee, MA**

***Director of Facilities, Planning and Engineering* Dec 1999 – Sep 2011**

Senior level position responsible for overall plant/process engineering and technical support groups, policy deployment, project management, production performance and process improvements in a plant with 700+ employees.

* Established production improvement teams which included operation managers, engineers, production supervisors, maintenance, and operators (over 24 employees) to sustain and improve manufacturing processes over three shifts 24/7;
* Managed the annual budget totaling $10 million, performed capacity vs. forecast analysis for capital expenditures and recommend profit enhancing strategies;
* Increased the environmental health and safety standards throughout the organization;
* Established cross functional process teams responsible for maintaining quality; day to day production activities; monitoring and reacting to OEE levels;
* Reestablished/ balanced technical support staff (48 employees) to better meet manufacturing needs which reduced annual compensation expenses without effecting overall equipment efficiencies and quality;
* Managed up to $25 million in complex capital projects domestically and internationally (Asia and Mexico);
* Championed teams that used policy deployment and A3 methods to align and manage projects to achieve company goals;
* Promoted lean management and successfully changed the culture of the Operations Group;
* Achieved yearly plant performance improvements with a 10% improvement each year, reduced customer returns by 84%, increased inventory turns by 26%, and increased inventory accuracy from 68% to 98%;
* Decreased WIP and increased inventory turns by 65%;
* Established a plan to reduce product lead time from 15 days to 60 hours using the continuous flow concept;
* Championed instituting OEE and Lean measurement systems to gauge plant performance.

**Achievements**

* 2008 Black Belt Certification;
* 2008 Awarded the Shingo Bronze Medallion for Manufacturing Excellence;
* Reduced average product cost by 8%;
* Improved and sustained outgoing quality levels to 98.7%;;
* Eliminated $9.3 million in waste in FY2007;
* Finished goods inventory reduced by $10 million.

**Cuno, Incorporated - Meriden, CT**

***Director of Facilities*  Jan 1998 – Dec 1999**

***Facility Manager* Jul 1997 – Jan 1998**

**Friendly Ice Cream Corporation - Wilbraham, MA**

***Senior Manufacturing Engineer* Feb 1983 – Jul 1997**

**EDUCATION**

**B.S. in Architectural Engineering Technology** - Roger Williams University, Bristol, RI

**B.S. in Mechanical Engineering Technology** - Roger Williams University, Bristol, RI

**A.S. in Mechanical Engineering** - Thames Valley State Technical College, Norwich, CT

**Architectural Drafting Certificate -** Thames Valley State Technical College, Norwich, CT

**LICENSURE & CERTIFICATIONS**

**Six Sigma Black Belt Certificate -** GBMP, Boston, University of Massachusetts, Amherst, MA

**Construction Supervisors License** - The Commonwealth of Massachusetts (1993 – 2003)

**Wastewater Operators License -** The Commonwealth of Massachusetts, Grade 3M (1990 – 1996)

**COMPUTER SKILLS**

Microsoft Office, Visio, Mainsaver, AutoCAD, Mechanical Desktop, Wonderware, SAP, IQS, EAM