

MANUFACTURING / OPERATIONS MANAGEMENT

PROCESS ANALYSIS | ORGANIZATIONAL INFRASTRUCTURE | PERFORMANCE BENCHMARKS

- ✓ **Efficiency and Productivity** Successful career marked by demonstrable impacts to organizational efficiency and profitability by upwards of 35% on a consistent basis
- ✓ **Leadership** Proven ability to work with teams and drive employee engagement and reduce turnover by significant numbers
- ✓ **Compliance** Multiple success stories of developing compliance programs to meet and exceed federal (OSHA, D.O.T) and state regulations
- ✓ **Continuous Improvement: Utilizing** Lean methods increased and exceeded all operational performance targets
- ✓ **Lean Manufacturing** Cellular Manufacturing, Work Cells, Kanban, 5s, Value Stream Mapping, Visual Display Poka-yoke, A3

- Multi-Site Operations
- Process Redesign
- Performance Metrics/Management
- P&L Management
- Cross Functional Team Leadership
- Hiring, firing, training and mentoring

- Compliance OSHA/DOT/STATE
- Inventory Control
- Six Sigma & Lean
- Accounting Audits of BOM
- Turnaround
- Sales Training & Management

- TQM and ISO 9001
- JIT Production Operational Infrastructure
- Negotiation and Communication
- Reduce waste at all levels

"Orchestrated a complete turnaround in less than one year"

"250 hours of Lean training and implementation"

"Increased productivity by 37% and saved \$282,000 in labor hours"

PROFESSIONAL EXPERIENCE

Current Company Computer Chip Industry. Salem, NH **Production Manager**

Feb 2017 to present

Currently in charge of a three-shift operation working a six-day week. Responsible for over 100 employees: hiring, firing, training and mentoring. Increased 2nd shift from 25 to 40 employees. Responsible for increasing capacity by instituting a 3rd shift with 35 employees and using Lean tools. O/T decreased 18% and capacity has increased to reduce the backlog of late jobs from over 600 to less than 100 in 3 months.

Continuous Improvement & Lean Manufacturing & Turnaround Consultant

March 2015 – Feb 2017

Factory & Machine Layout and Optimization, Lean Training, Audits, Cost Reduction, Visual Mgt, Metrics. Specialized in Turnaround situations and Business Expansion. Available for temporary General & Plant Manager positions.

Gemline, Lawrence, MA

September 2011-February 2015

PRODUCTION MANAGER/ CONTINUOUS IMPROVEMENT MANAGER

Leadership: Oversaw 150 manufacturing employees. Utilized Lean methods to increase production and reduce waste. Implemented new processes and redesigned floor layout to maximize floor space utilization and reduce non-value movement.

Achievements:

- Instituted goals, and Metric Visual display program, resulting in 250k savings
- Implemented Lean training, Increased On-time shipping, Quality, Process improvement, Continuous Improvement, Credit reviews, Idea program resulting in increased production and decreased quality rejections
- Increased submitted & implementation rates 34% (1333) and 75% (1003) for Idea program from 2012 to 2013

Safety-Kleen, Salisbury, MA

September 2009- November 2010

GENERAL MANAGER

Leadership: Oversaw all New England states and all branch operations to include: Evaluating and Training Employees, hiring and terminations, P/L, Customer Retention, Collections, Efficient Routing, Production, Sales hiring and training while exceeding all company goals while growing the New England region. By 11.5% and 18% in sales (Ranked 38 out 165 branches)

Achievements:

- Successful completion of EPA, OSHA & State (NH, ME and MA) audits with no repeat write-up.
- 100% compliance for DOT
- Route values increased 13%

MPS, Manchester, NH

April 2007- September 2009

GENERAL MANAGER

Leadership: Recruited by Executive Board of \$30 million-dollar company to turnaround their underperforming NH & VT branch by overseeing the complete day to day operations and P & L responsibility.

Achievements:

- Orchestrated a completed turnaround in less than one year, including
 - Employee turnover decreased 143%
 - Productivity increased 37% with a reduction in labor hours of 3,200 (\$82K)
 - Contribution margin increase by 165% , expenses decreased 39% (\$212k) and route values increased 18%
 - Zero citations for noncompliance for 3 years in NH & VT

PGI, Inc., Toledo, OH, CO, UK and CDN locations

January 2000 - September 2006

PLANT & MANUFACTURING MANAGER / SALES MANAGER / DIRECTOR OF LEAN

Leadership: Responsible for performing the duties of General Manager, Plant & Manufacturing Manager and Sales Manager for 4 companies (PGI Inc., Portec Inc., JRI Inc., Werner Motors, Pathfinder LTD,) representing a total revenue of over \$150 Million.

Achievements

- Consolidated two factories into one seamless operation and realigned manufacturing operations to allow for maximum utilization of space and capital equipment with no loss of production or product delivery.
- Performed time studies and value stream mapping for new production layout at four companies.
- Deployed Lean & Cellular Manufacturing methods to achieve group company goals.
- Led teams to develop, implement and achieve ISO 9001/2 certification for two of the companies.

Achievements at Portec Inc.

- Setup methods resulted in a 35% decrease in assembly time and a 37% increase in production capacity.
- Manufacturing cost decreased 23% and increased Inventory turns from 7 to 13.
- Reduced production steps from 276 to less than 76 steps from start to finish. Reduced cells from 31 to 13.
- Lead time reduced from 11 weeks to 7.5 weeks while reducing labor by 27%
- Power Belt turn frame from 71 pieces & 7.5 hours to manufacture to 27 pieces and less than two hours.

Achievements at JRI Inc.

- Negotiated vendor contracts resulting in material cost reduction of 19% and 16% reduction in inventory size.
- Redesigned existing roller product line flow utilizing cells resulting in a 13% increase in production
- Negotiated 2.3 million-dollar contracts to private brand Baseball & Softball bats for NIKE and Wilson Sports

Achievements at Werner Motors

- Setup new plant layout to eliminate waste in existing manufacturing flow by 37% and increased utilization by 19%
- Increased motorized roller production from 7 to 13 different motors sizes utilizing the same work area & personnel.
- Established QA rating system for vendors resulting in decreases of 17% and 23% in material cost and delivery time.

Achievements at Pathfinder Ltd.

- Reduced unit production time from 4.5 hrs. to 1.75 hrs. for wire guided forklift kit for Crown.
- Redesigned complete manufacturing flow to reduce material and labor waste by 22%.
- Decreased delivery time for guidance kit from 12 weeks to less than 5.

JLG/USTC, York, PA

June 1994 to December 1999

Plant & Manufacturing Manager, R & D Manager and Assistant to Division President

Responsible for Plant, Manufacturing and Competitive Intelligence Management. Troubleshooting problems in the manufacturing line(s) and taking corrective action. Special projects for Division President for new product lines.

Achievements at JLG/USTC

- Setup up Lean Manufacturing flow and cellular work stations and trained employees for each station.
- Manufacturing costs within 2% of goal and Margin of 42%.
- Developed processes to include the use of common parts throughout the product line to maximize inventory turns.
- Reduced waste/scrap by 24%, (235K) and rework by 18% for the Boom Truck Crane line.

ADDITIONAL TRAINING

Master's Business Administration. USAF Officer, Demand Flow Education, Six Sigma Lean 250 hrs. training and implementation, Setup Reduction, ISO 9001/2

